

NEWS: INTERNATIONAL

Berlusconi denounces capping of TV receipts

By Robert Graham in Rome

MR Silvio Berlusconi, the Italian media magnate, has angrily denounced a decision by a watchdog body capping his television advertising receipts.

The potential loss to Mr Berlusconi's Fininvest group this year could be £300bn (\$240.7m). Over the weekend Mr Berlusconi said he would be contesting the decision in the courts.

The cap was imposed by Prof Giuseppe Santanelli, who acts as the media ombudsman, who claimed that the dominant position reached by Mr Berlusconi's TV stations in the advertising market was limiting competition.

Mr Berlusconi's main channels - Channel 5, Italia 1 and Network (Rete) 4 - account for 56.8 per cent of all Italian TV

advertising. With his smaller channels such as Junior TV and Italia 7, his group controls 60.1 per cent.

The three channels of RAI, the state-owned TV, generate only 28 per cent of total TV advertising, while Tele Monte Carlo, the next most important private group, accounts for only 3 per cent.

In February some 30 newspaper and magazine publishers and TV station owners lodged a complaint against Fininvest's "monopoly" position. The complaint addressed Mr Berlusconi's position in the print media as well as TV as a result of his acquisition of control of the Mondadori publishing group in April 1991.

The publishers were concerned that in a declining market where TV was taking an increasing share from the print

media, Mr Berlusconi had acquired a position where he could dictate prices and profit unfairly from the synergy of his group.

The TV networks claimed Mr Berlusconi was undercutting rates since he had been able to acquire his TV channels at low cost.

The first complaint was rejected by Prof Santanelli but the second was partly sustained.

The publishers have offered to discuss the situation with Mr Berlusconi, but he rejected this over the weekend. The affair has focused attention on the granting of TV licences in Italy, and there is likely to be renewed pressure for Mr Berlusconi, who is identified closely with the Socialist party of Mr Bettino Craxi, to have his TV empire reduced.



On tour: Jacques Delors, president of the European Commission (left), surveys Seville's Expo '92 with European parliament president Egon Klepsch during a ceremony at the weekend at the EC pavilion

NEWS IN BRIEF

Greece to suspend phone tap charges

GREECE'S ruling conservatives are to suspend charges of illegal telephone tapping against Mr Andreas Papandreu, the former Socialist prime minister, writes Kerin Hope in Athens.

Parliament will vote this week on Prime Minister Constantine Mitsotakis's proposal that no further legal action be taken. Mr Papandreu denies accusations that he ordered the Greek secret service to tap telephones belonging to Socialist cabinet ministers, journalists and conservative politicians while in office in 1989.

Sweden orders fighter jets

Sweden is to go ahead with an order for 110 JAS 39 Gripen multi-purpose fighters two days after the Swedish consortium manufacturing the aircraft failed to win a £1.3bn (\$831m) order from Finland, writes Robert Taylor in Stockholm.

The total cost of the controversial JAS programme is now estimated to be £575.8m. An initial order of 30 JAS planes for the Swedish air force will start being delivered next year. Deliveries of the latest order will start in 1996. To date, no foreign country has ordered the JAS 39 but the consortium hopes it will find customers in central and eastern Europe.

German police hurt in clashes

Groups of right- and left-wing youths clashed with police in a north German town overnight, injuring 14 policemen, Reuters reports from Hamburg.

Police said 28 youths, 21 leftists and seven skinheads, were arrested during the clashes in Itzehoe, Schleswig-Holstein. Most of the injured policemen were hit by stones. The clashes erupted after a meeting of rightists.

EC sees problems in third country links with ERM

By Patrick Blum and David Gardner in Oporto, Portugal

EUROPEAN finance ministers meeting in Oporto at the weekend pointed to the difficulties inherent in having non-EC countries such as Sweden formally linking their currencies to the exchange rate mechanism of the European Monetary Union.

Mr Norman Lamont, the British chancellor of the exchequer, said: "We want to extend the zone of monetary stability in the continent of Europe." However, this would require close study of the technical and practical implications.

A Danish official said: "It is not clear what joining the EMS would mean for these countries."

Mr Carlos Solchaga, the Spanish economy minister, insisted that any agreement with third countries "should

not put at risk the motor role of the EMS in preparing for monetary union".

A report will be prepared for the next finance ministers' meeting in June.

Under the EMS, currencies which come under pressure benefit automatically from multilateral action by the Community's central banks.

Countries whose currencies are at present outside the EMS have to make their own arrangements.

Sweden, which has applied to join the EC, wants to set bilateral parities with EMS currencies such as the D-mark, effectively putting the krona into the ERM.

Norway and Finland have unilaterally linked their currencies to the Ecu, while Austria has unofficially pegged the schilling to the D-mark.

Central and eastern European countries may soon be seeking similar links.

Ministers agree to EIB loans for Latin America

By Patrick Blum and David Gardner

THE European Investment Bank (EIB) is to be allowed to lend to Latin America and to countries with which the European Community has co-operation agreements, European finance ministers agreed in Oporto on Saturday.

The decision mainly affects Latin America, as the EC has separate arrangements for other regions.

Ministers set a ceiling of Ecu250m (£175m) annually over three to four years for EIB lending for specific projects to be agreed on a case by case basis.

Mr Carlos Solchaga, the Spanish finance minister, was enthusiastic about the agreement which will be reviewed in three years. He said: "We've broken the barrier preventing Latin America from getting EIB loans." Spain and Portugal, which have close ties with

Latin America, had been pressing to allow EIB lending to the region.

A mechanism to establish guarantees for the loans has yet to be established. Mr Michel Sapin, the French finance minister, said France was not in favour of guarantees coming from the Community's budget, but he expected that a solution would be found within weeks.

The EC foreign ministers stressed the importance of the International Monetary Fund and the World Bank in co-ordinating financial assistance to the states of the former Soviet Union.

This did not exclude an EC role, said Mr Jorge Braga de Macedo, Portugal's finance minister.

But Mr Norman Lamont, UK chancellor, was more cautious, saying that "until these countries have IMF programmes in place, [EC] assistance would not be appropriate".

Bérégovoy insists France must lead over Maastricht

By William Dawkins in Paris

MR Pierre Bérégovoy, the French prime minister, yesterday warned that Europe would come apart unless France showed the lead and ratified the Maastricht Treaty on European Union.

French politicians who opposed the treaty on grounds of national sovereignty were living in the wrong era, said Mr Bérégovoy, in his first full-length television debate since becoming prime minister on April 2.

"If the treaty is not ratified by France, which in my view must show the way, or by any other country, then Europe risks coming apart," he said.

"Germany, which is today integrated into Europe... could be at that moment left to follow its own free will," he added.

Mr Bérégovoy's remarks came ahead of a national assembly vote due tomorrow on the constitutional changes required by the treaty in the first step towards ratification.



Bérégovoy: "Europe risks coming apart"

A majority is expected to vote in favour, but the government has been surprised by a larger than expected minority, mostly on the right, against the European Community generally. Nearly half the Gaullist members of parliament - led by Mr Philippe Seguin, MP for Vosges in north-east France - came out in favour of throwing out the treaty.

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Giscard and Chirac agree primary poll

By William Dawkins in Paris

FRANCE'S two main opposition leaders have agreed for the first time to hold a primary poll to choose a single candidate to contest the next presidential election.

Former president Mr Valéry Giscard d'Estaing, head of the UDF centre-right party, and Mr Jacques Chirac, former prime minister and head of the Gaullist RPR, have asked senior party officials to agree on a primary voting system before July 1, said Le Monde newspaper.

President François Mitterrand's second term expires in May 1995. This brings to a climax repeated recent efforts by Mr Chirac and Mr Giscard d'Estaing, fierce rivals, to smooth over some of the divisions between and within their parties.

ties, highlighted by the opposition's disarray in last week's parliamentary debate on the Maastricht Treaty on European Union.

Mr Chirac stood against Mr Giscard d'Estaing in the 1981 presidential poll, a split which was said at the time to have been a factor in the Socialist's surprise election success. Mr Chirac stood again, unsuccessfully, at the next presidential election in 1988.

The two party leaders agreed at a private meeting last week that votes in an opposition primary should be cast by an electoral college of 60,000 senior party members, made up of members of parliament and local councillors, according to Le Monde.

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The Financial Times (Europe) Ltd
Published by The Financial Times (Europe) GmbH, Frankfurt Branch, Niedergrabenplatz 3, 6000 Frankfurt am Main 1. Telephone 49 69 156450; Fax 49 69 596481; Telex 416193. Represented by E. Hugo, Managing Director, Printer: DVM GmbH-Hürthel International, 6078 Neu-Isenburg 4. Responsible editor: Richard Lambert, Financial Times, Number One Southwark Bridge, London EC4A 3DF. The Financial Times Ltd, 1992.

Registered office: Number One, Southwark Bridge, London SE1 9HL. Company incorporated under the laws of England and Wales. Chairman: D.E.P. Palmer. Main shareholders: The Financial Times Limited, The Financial Times Limited, Publishing director: J. Rolley, 168 Rue de Rivoli, 75004 Paris Cedex 01. Tel: (01) 4297 621; Fax: (01) 4297 625. Editor: Richard Lambert. Printer: SA Nord Edit, 1521 Rue de Clém, 59100 Roubaix Cedex 1. ISSN: ISSN 1102-2733. Commission Paritaire No 678010.

Financial Times (Scandinavia) Vimmelskaftet 42A, DK-1161 Copenhagen-K, Denmark. Telephone (33) 13 44 41. Fax (33) 955335.

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THE BOARD OF DIRECTORS

CONTRACTS & TENDERS

REPUBLIC OF ZAMBIA TENDER NOTICE - UREA FERTILIZER Japanese United Non-Project Grant Aid

The Government of the Republic of Zambia has received a Grant from the Government of Japan to contribute to the promotion of economic structural adjustment and it is intended to apply part of the proceeds of this Grant for eligible payments under the contract for which this invitation to bid is issued.

In this respect the Government of the Republic of Zambia has authorized the Crown Agents for Overseas Governments and Administrations to act as its procurement agent and the Crown Agents now invite bids from eligible bidders from OECD/DAC countries (excluding Zambia) for the supply of the following:

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Crown Agents, St. Nicholas House, Sutton, Surrey, SM1 1EL, U.K. Attention: Mr C.W. Gilbert, Department B1, Ref: "RFS 2628T". Tel: 01625 516000. Facsimile: 044 81 643 0038.

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LEGAL NOTICES

Advertisement of creditors' meeting under Section 482(2) of the Insolvency Act 1986. Company No 180878 Registered in England and Wales.

REINCO (ELECTRICAL) LIMITED. NOTICE IS HEREBY GIVEN, pursuant to Section 482(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at the premises of the Insolvency Practitioner, Messrs Hodge, 42 Oldfield Road, Croydon, CR9 2NE on 20 May 1992 at 10.00am for the purpose of having laid before it a copy of the report prepared by the Administrative Receiver under section 48 of the said Act.

The meeting may, if it thinks fit, decide a committee of creditors' committee by or under the Act. Creditors are only entitled to vote if:

(a) they have delivered to me at the address above, no later than noon on 10 May 1992, written details of the debts they claim to be due to them from the company and the claim has been duly admitted under the provisions of Rule 5.11 of the Insolvency Rules 1986; and
(b) there has been lodged with me any proxy which the creditor intends to be used on his or her behalf.

Please note that the original proxy signed by or on behalf of the Creditor must be lodged at the address mentioned above (including faxed copies) are not acceptable. Signed: N.J. Vooght, Joint Administrative Receiver.

Notice of Appointment of Joint Administrative Receiver.

Trading name: GARY BAILEY LIMITED. Registered number: 1482715. Nature of business: Property Company. Trade classification: 36. Date of appointment of joint administrative receiver: 28 April 1992. Name of person appointing the joint administrative receiver: Lloyd Bank plc. David P. Wilson and Ian H. Napier. Joint Administrative Receiver (Office holder nos 0708 and 0802). Bank of Scotland, 43 Temple Row, Birmingham, B2 5UT.

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Russia delays fixing rouble exchange rate

By Anthony Robinson and Martin Wolf

THE "difficult and tremendous task" of fixing the rouble exchange rate within a 7% per cent fluctuation band on either side of a central rate will not be attempted until "some time this autumn", according to Mr Georgy Matukhin, chairman of the Central Bank of Russia. The government had earlier declared its intention to fix the rouble on August 1.

The first stage of Russia's "serious move towards convertibility of the rouble" is to begin on July 1 with the abolition of multiple exchange rates and the introduction of a unitary floating rate of exchange. After presiding over a meeting of the governing council of the re-capitalised Moscow Narodny Bank in London on Friday, Mr Matukhin made clear that convertibility would have to be backed by a tight credit policy. In addition, a sophisticated system of currency exchanges must be created throughout Russia and the other republics of the former Soviet Union, backed by adequate communications.

Mr Matukhin said there would be no special exchange

rate for capital transactions, but non-residents would not be allowed to buy the rouble freely until it had appreciated from present undervalued levels and could be fixed. So-called "cashless" rouble accounts should also be made convertible into cash before floating commences.

Mr Matukhin said he had emphasised to the central banks of the other republics that the rouble was the national currency of Russia. Preparations for the introduction of convertibility - to be initially limited to current account transactions for Russian residents only, and later extended to residents of other republics and to capital inflows - had already led to closer co-operation between republican central banks.

"Many of them used not to turn up for sessions of the republican central bank council. But all 15, including the Baltic republics, Ukraine and others who are contemplating issuing their own currencies, turned up at the last meeting," he said.

Rules on the distribution of cash, common interest rates and common obligatory reserve ratios had already been

agreed. They had also established correspondent accounts between central banks, which resemble a payments union. "Now what we are trying to agree is the limits on mutual credit." Limits on credit expansion will be needed in all the republics in what he called the "rouble zone".

The impending steep rise in the price of Russian oil and energy products will increase the balance-of-payments deficits of most of the 14 non-Russian republics with Russia. This will intensify their need for Russian financial assistance, which will only be available if they remain in the rouble zone. The other republics will also have to increase their exports to Russia to reduce their deficits.

Though the Baltic republics are expected to be the first to issue their own currencies they are "likely to be like the Scottish pound to start with", Mr Matukhin said, in a reference to the way some Scottish banks retain the right to issue bank notes, but under Bank of England control.

He also said that the International Monetary Fund agreed with Russia on the need to preserve the rouble zone.

Eight die in Tajik protest

RIOT police in the former Soviet republic of Tajikistan opened fire on a crowd in the capital Dushanbe yesterday, killing at least eight people and wounding many more, witnesses said, Reuter reports from Dushanbe.

Interfax news agency quoted General Anatoly Martovitsky, head of Tajikistan's national border guards, as saying a crowd of armed people had tried to break into the KGB building, where some government officials have been hiding since the conservative leadership, under President Rakhmon Nabiyev, collapsed last week.

Police initially fired warning shots in the air, but their fire was returned from the crowd, Gen Martovitsky said. The police then fired directly into the crowd, which scattered. There were dead and wounded on both sides, he added.

The shooting shattered a brief period of calm which followed Thursday's victory by Moslem and democratic forces protesting against the government of the central Asian state.

Right: protesters in Dushanbe demonstrate against Mr Nabiyev on Saturday.



Central Asian talks fail

By Gillian Tett in Ashkhabad

THE former Soviet Union's five central Asian states, plus Turkey, Iran and Pakistan, failed at the weekend to agree on a framework for their economic integration at a summit meeting in the capital of Turkmenistan. A central obstacle was the political rivalry between Turkey and Iran in the area.

The proposals under discussion included the construction of road and rail links between Turkmenistan and Iran which would link the newly-independent central Asian states with their neighbours in the south.

Other items on the agenda were a united customs policy, various trade agreements and proposed oil and gas pipelines from central Asia to Turkey and Iran. The most controversial proposal was the plan for an oil pipeline between Kazakhstan's Tengiz oilfields and the Gulf port of Bandar Abbas.

This was blocked by both Kazakhstan and Turkey, which fears it would give Iran a potential stranglehold over central Asian oil exports. The participants did, however, reaffirm their commitment to the less concrete goal of political co-operation.

Iran poll victory for Rafsanjani

By Tony Walker and Kamran Fazel in Tehran

SUPPORTERS of Iran's pragmatic President Ali Akbar Hashemi Rafsanjani have won a landslide victory in parliamentary elections, routing radicals who had opposed economic reforms and a gradual opening to the west.

In Friday's second round of balloting, candidates with the president's backing achieved a virtual clean sweep in the crucial Tehran area, which contributes 90 representatives to the 270-member majlis (parliament).

Candidates sympathetic to Mr Rafsanjani's relatively moderate policies were also successful in provincial areas.

About three quarters of the parliamentarians are expected to be Rafsanjani supporters. Counting is expected to be completed early this week. Previously, Mr Rafsanjani encountered difficulties getting reformist economic legislation through the majlis, and on occasions radical elements sought the dismissal of members of his government.

Mr Rafsanjani is an advocate of economic liberalisation, while his opponents favour continuing state control and a

programme of subsidies to protect the living standards of the poor.

Mr Mohammed Javid Larijani, foreign policy adviser to Mr Rafsanjani, and Mr Rajai Khorassani, Iran's former United Nations representative, were among the moderates elected.

Eight women, including five from Tehran, are expected to take their seats in the new majlis, compared with four in the old parliament.

Leading militants apparently shunned by voters included the former speaker, Mr Mahdi Karubi, and his fellow cleric Mr Mousavi Khoenji, who was the ringleader in the 1979 seizure of the American embassy in Tehran.

Another prominent radical casualty was Mr Ali Akbar Mohaseni, who when interior minister was responsible for exporting Iran's revolution, especially to Lebanon, where he was one of the founders of the militant Hezbollah group.

Both Iranian and western observers are describing the result as a slap in the face for the militants, who have presented themselves as the true heirs to the radical line of Iran's late spiritual leader Ayatollah Khomeini.

Turkish plea over Nagorno-Karabakh

By John Murray Brown in Istanbul

TURKEY has called for the United Nations Security Council to intervene in Nagorno-Karabakh, amid intensified fighting in the disputed Armenian enclave in Azerbaijan.

Under growing domestic pressure to side with the Moslem Azeris, Turkey warned Armenia not to make any move to redraw the borders, following reports of the fall of the last Azeri stronghold.

The latest fighting shatters a ceasefire brokered by Iran and signed in Tehran on Friday by Azerbaijani President Yaghi Mamedov and Armenian President Levon Ter-Petrosian.

Officials confirmed Turkey had sent a letter to the UN after making a strong com-

ment on the conflict, which has claimed more than 1,500 lives over the past four years.

"We want the UN to send observers to Nagorno-Karabakh and start working on a ceasefire... The Republic of Turkey will not accept the redrawing of the borders by the use of force," said Mr Erdal Inönü, Turkey's deputy prime minister, after an emergency cabinet meeting on Saturday.

Turkey's warning follows renewed hostilities over the weekend and news that Armenian forces had taken control of Shusha, a strategic Azeri town overlooking the regional capital Stepanakert. Azerbaijan said yesterday it was battling to retake the town, in the Caucasian region.

The fighting has jeopardised Turkey's efforts to settle its long dispute with Armenia.

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Agenda:

1. Approving of the Director's and Auditor's reports and approval of the financial statements for the year ended 31st January 1992.
2. Distribution of final dividend.
3. Discharge of the Board of Directors and Auditor.
4. Re-election of Directors.
5. Re-election of Auditor.
6. Miscellaneous.

Voting:

Resolutions on the agenda of the annual general meeting will require no quorum and will be taken on the majority of the votes expressed by the shareholders present or represented at the meeting.

In order to attend the meeting of 29th May 1992, the owners of bearer shares will have to deposit their shares five clear days before the meeting at the registered office of the company.

Voting arrangements:

Shareholders who cannot attend the Meeting in person are invited to send a duly completed and signed proxy form to the registered office of the Company to arrive not later than 27th May 1992. Proxy forms will be sent to registered shareholders with a copy of this Notice and can also be obtained from the registered office.

29th May 1992. The Board of Directors

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NEWS: INTERNATIONAL

World Bank links loan volume to poverty relief

By Michael Prowse
in Washington

THE World Bank will link loan volume to the strength of a country's efforts to fight poverty, according to an operational directive to staff issued today by Mr Lewis Preston, the bank's president.

The link between loans and poverty relief forms part of a new drive to make poverty alleviation the bank's central mission in the 1990s.

The shift in priorities is also reflected in a commitment to make comprehensive assessments of the nature and extent of poverty in the third world, allowing the bank to design more effective policies to fight poverty.

In the directive, Mr Preston

says poverty reduction is "the benchmark by which our performance as a development institution will be measured". He adds that the new instructions to staff are intended to "ensure that these policies are fully reflected in the bank's operations".

The bank is also publishing a handbook containing examples of past best practice on poverty reduction.

The bank says poverty assessments should be available for most developing countries within two years. These would form the basis for a "collaborative approach to poverty reduction by country officials and the bank".

The directive signals an attempt to impose a form of "social conditionality" on bor-

rowing countries. "Stronger government commitment to poverty reduction warrants greater support; conversely, weaker commitment to poverty reduction warrants less support," it says.

Mr Preston's emphasis on poverty is a reaction to bank policies in the 1980s, when the aim was to improve economic efficiency in developing countries. The new directive says structural adjustment lending in the past decade "overshadowed the bank's poverty reduction objectives".

The bank is also reacting to new evidence suggesting that the number of poor in developing countries will rise during the 1990s, rather than stabilise as had been expected.

Poverty his judge, Page 34



Jürgen Möllemann: struck export credit insurance deal with Russia

Western ministers attempt to strengthen hand of reformers G7 lists investment terms for east

By Quentin Peel in Bonn

TRADE ministers from the Group of Seven industrialised nations met out at the weekend to discuss the need for the countries of eastern Europe and the former Soviet Union to attract more foreign investment.

They also agreed that western economies must open their markets to more imports from the former communist states.

The list of necessary measures - including the legal protection of foreign investment and private property, reliable banking systems, clear rules on responsibility for environmental damage, and well-defined contract laws - was agreed with economies and trade ministers from the seven most important eastern economies at an "east-west trade summit" in Münster.

It amounts to a deliberate move by the G7 countries to strengthen the hands of market reformers in eastern Europe, when facing hostility to foreign investment.

However, the most substantive result to emerge from the two-day conference, organised by Mr Jürgen Möllemann, German economics minister, in his home town, was a separate deal between Germany and Russia allowing the resumption of Hermes export credit guarantees on German exports.

In bilateral discussions, Mr Andrei Nechayev, Russian economics minister, was able to satisfy his German counterpart that Russia would give governmental counter-guarantees for Hermes-backed trade, the absence of which has effectively blocked new contracts for German exports since the collapse of the Soviet Union.

The deal means that guarantees from Hermes, Bonn's leading export credit agency, can now be given up to a ceiling of DM500m (£1.7bn) this year, although this level will be reviewed every three months. German exporters, however, have been badly hit by the absence of export credit insurance to Russia.

Ms Barbara Franklin, US commerce secretary, said after the conference that the eastern delegates welcomed pressure for a reliable legal framework for foreign investment.

Mr Nechayev admitted the Russian parliament, more conservative and suspicious of economic reform than the government, had held up passage of such legislation. He hoped a satisfactory legal framework for investors would soon be in place.

Angola hovers between recovery and the abyss

By Michael Holman,
recently in Angola

IT HAS the makings of a nightmare, concluded a senior western diplomat in Luanda after reviewing obstacles in the way of multi-party elections in Angola on September 29-30.

One year after President Jose Eduardo dos Santos and Mr Jonas Savimbi, the Unita rebel leader, agreed to end a 15-year civil war, the military disengagement programme is in trouble, election preparations are inadequate and the UN monitoring team is overstretched.

The stakes are high. A successful poll would be a milestone in southern Africa's peace process; failure to hold free and fair elections will dash hopes of a regional recovery in which oil-rich Angola could play an important role.

The past year has left Angola poised between recovery and fresh disaster.

In many respects, a remarkable transformation has taken place in a country which has been at war since independence in 1975. The ceasefire has held, roads once too dangerous to travel have opened up, and the ruling MPLA has completed an ideological somersault, abandoning Marxism and moving towards a market-driven economy. Old allies have been abandoned and former enemies put aside.

The 50,000 Cuban soldiers who fought alongside the MPLA in the battle against Unita and South Africa have long gone, seemingly forgotten, and a \$3bn (£1.6bn) arm debt to the former Soviet Union has been repudiated.

Pragmatism has turned Pretoria from adversary to trading partner, and visiting South African businessmen wax

enthusiastic about a market funded by diamond receipts and oil exports of more than 500,000 barrels a day and rising.

But the peace agreement which underpins a fragile recovery is under severe strain.

The pact called on soldiers and guerrillas from the rival armies to report to 50 assembly points, to be monitored by UN forces, before being demobilised or entering an integrated national army.

Implementation of the accord is deeply flawed, UN officers concede privately. Both sides, they suspect, have prepared arms caches while the demobilisation exercise itself is well behind schedule. The creation of an integrated national force has hardly begun, although August was the completion date.

The prospect of an election taking place before the disengagement of two bitter foes is complete is, in itself, the stuff of nightmares. But difficulties are being compounded by the



Jose Eduardo dos Santos: MPLA in fight for survival

weak bureaucracy's delay in establishing the administrative framework for what will be the first multi-party poll since independence.

Despite repeated urging by western diplomats and UN officials, it was not until the weekend that the government appointed an electoral commission. It has not yet begun the registration of voters among a population of some 10m, in a country five times the size of Great Britain.

The over-riding problem, say local diplomats, is the fact that the MPLA, acutely short of skilled personnel, is using the little it has to perform the rudimentary functions of government and conduct the party's fight for its political survival. It cannot run the election as well.

Many diplomats conclude that unless there is additional external help, the poll will either have to be delayed or would be so poorly organised as to lack credibility. Part of the answer, they believe, is to boost the strength and extend the role of the existing UN presence in Angola, operating under the mandate of last year's Security Council Resolution 747.

A UN team, expected to total 600 by polling day, is monitoring the transition and preparing to observe the election. No fewer than 10 times that number supervised neighbouring Namibia's transition to independence in 1989.

Ms Margaret Anstee, the official in charge of the UN operation in Angola, has no illusions about the task ahead. "I have to fly a 747 with only enough fuel for a DC-3," she says.

It is tempting to add that, without more fuel, Angola's transition to democracy could be heading for a crash landing.



THE EUROPEAN MARKET

greater access to western markets. In practice, at least for the first few years, the main benefits will probably be felt not by industries in these countries but by their western competitors.

Well-financed and technologically superior exporters from the west are likely to profit more quickly from the advantages of free trade than struggling industries in the former communist states.

This would accelerate the process of structural change under way in central Europe - but could also heighten the risk of a political backlash as the economic pain spreads.

The mere act of signing the March 1 agreement was "the art of the possible", says Mr Karel Lukas, Czechoslovakia's ambassador to the EC. "It brought us closer to the Community. It was the maximum of what was possible."

Exporters from Czechoslo-

Benefits from a trade accord with the EC could take time to materialise, writes David Marsh

vakia, like others from central and eastern Europe, have already made progress in carving out fresh markets in the west over the past two years. None the less, the accord runs the risk of being seen as a

barrier to the west. But they still have a long way to go.

Confronted by a collapse in trade with the former communist bloc, many industries from the three central European countries have diverted export efforts to the west. But they still have a long way to go.

Illustrating the anxieties about whether the EC accord may prove to be inadequate, one official at the Organisation for Economic Co-operation and Development (OECD) in Paris says: "For the areas where they [the three] are most competitive, the industrialised countries are the most protec-

tionist. This is virtually insoluble."

Possible problems ahead are underlined by OECD estimates of the balance of payments outlook for the countries. According to the projections, prepared for a series of international economic meetings in Paris beginning this week, the current account deficit of five central and eastern European countries will rise from \$3.1bn (£1.75bn) in 1990 and \$3.6bn in 1991 to \$5.6bn in 1992.

The deficit - for Poland, Hungary, Czechoslovakia, Bulgaria and Romania - is projected to fall to \$4.8bn in 1993.

Mitigating the gloom about future prospects, data collected by the OECD show that most central and east European countries succeeded in keeping foreign trade with the west on an even keel last year.

The exception was Poland, which saw its trade balance with the 24-nation OECD swing from a surplus of \$1.2bn in 1990 to a deficit of \$2.7bn in 1991. Poland managed only a moderate increase in exports, while

imports soared. The OECD blames a decline in exports since the middle of last year partly on an overvalued zloty.

Czechoslovakia, by contrast, increased its exports to the OECD area by 39.2 per cent last year (measured in European currency units), against a rise of only 1.8 per cent in 1990. Hungary achieved a 20.8 per cent export rise, while Bulgaria increased exports by 30.2 per cent.

Mr Jan Truszczyński, an economic diplomat at Poland's EC office in Brussels, points out the extent to which his country has switched trade towards the EC.

In 1988, a year before a five-year trade and economic co-operation agreement between Poland and the EC came into force, the Community accounted for 28 per cent of Poland's total exports and imports.

Last year trade with the EC made up 54 per cent of exports and 49 per cent of imports. Mr Truszczyński emphasises, however, the twin pressures on Polish industries facing competition from abroad. Polish

farmers are demanding faster liberalisation for their produce and are, at the same time, pleading for extra duties against "well-advertised, aggressively packaged food products" pouring into their country.

Such imports are likely to continue. In view of the swing away from trade with the former Soviet Union and the other Comecon countries towards more integration with the west, the EC clearly has a greater responsibility than before for central and eastern Europe's economic fate.

Economic output in most of the states there is estimated to have dropped by between 10 and 20 per cent last year. On average, two thirds of the output decline is estimated to have been caused by the collapse in intra-Comecon trade.

This year a further decline in output, though at a slower rate, is expected across the region. The OECD is then hoping for a modest upturn from 1993.

Eventual hopes for recovery depend on the former communist states being able to develop efficient and well-managed export industries. Unless the west provides the markets, these efforts are unlikely to succeed.

Quayle rejects policy shift after Californian riots

By Jurek Martin
in Washington

THE Bush administration's response to disturbances in Los Angeles will be based on the principles of "law enforcement, opportunity and values", according to Mr Dan Quayle, US vice-president.

Mr Quayle yesterday said President George Bush had told him on Saturday that the most important message he had picked up on his two-day tour of the riot-stricken city last week was the respect that people had for the Los Angeles

Police Department and for those who had come in to restore law and order. "We are going to stand up for the law abiding, tax-paying Americans who contribute to the community," Mr Quayle insisted.

The vice-president promised a more activist administration approach, but no new programmes. Gun control, for example, is the most competitive, the industrialised countries are the most protec-

the creation of enterprise zones, wider home ownership and choice in education - as the correct response to inner-city problems. Most of these had been low on the White House political agenda before the Los Angeles disturbances, but Mr Quayle urged Congress to act on them swiftly.

Mr Bush is travelling to Philadelphia today presumably to deliver a similar message, although perhaps without the harder, more conservative edge associated with his vice-president. He has scheduled a meeting with congressional leaders

tomorrow to discuss legislative action.

The president's political advisers are conscious of the risk, in an election year, of being too passive in responding to events in Los Angeles. However, the administration is patently divided between orthodox conservative philosophy, represented by Mr Quayle and emphasising law and order, and the more interventionist policy ideas advocated by Mr Jack Kemp, housing secretary, for the last three years without much success.

This internal tension explains why Mr Bush's own responses over the past 10 days have been so variable. These have ranged from a near acceptance of the acquittal of the policemen accused of beating Mr Rodney King was a miscarriage of justice to blaming inner-city problems on the liberal Great Society programmes enacted in the 1960s.

Mr Kemp said yesterday that the "Great Society riots" did not cause the Los Angeles riots. He said it had provided "the net below which people should not fall, but not the ladder by which they could climb".

CONTRACTS AND TENDERS

JAMAICA

Supply of Diesel Generating Plant
In Connection with a 3X20 MW Low Speed Diesel Power Project
Implemented by the Private Sector on a Build-Own-Operate Basis
The Government of Jamaica (GOJ) has applied for a loan of US\$60 million from the World Bank to finance the next instalment of its power generating capacity, comprising a 3x20 MW low speed diesel followed by a 2 x 30-35 MW combustion turbine. The proposed project is expected to be financed by the Inter-American Development Bank. The 3 x 20 low speed diesel would be constructed, owned and operated by the private sector. A prequalification notice to select a sponsor for the diesel plant was published in the Financial Times on May 7, 1991. GOJ prequalified seven (7) developers to bid on the diesel project in August 1991, and a request for proposals was issued to those developers in March 1992. The submission date for proposals from the developers for the diesel project is June 15, 1992. Qualified manufacturers of low speed diesel plant, listed in member countries of the World Bank, Switzerland and Taiwan, China, that are interested in providing diesel generating plant to generate 60 MW may contact the prequalified developers. The decision to select a manufacturer will, however, be the sole responsibility of the prequalified developers, who are listed below:

- FPL Group Inc
700 University Boulevard
Juno Beach, FL 33408
USA
Contact: Mr. L.J. Gether
 - Hydro-Co. Enterprises Inc./U.S. Energy Corporation/
International Energy Finance Ltd.
c/o International Energy Finance Ltd.
4800 Hampden Lane
Bethesda, MD 20814
USA
Contact: Mr. R. Thomas Hoffman
 - Ansaldo Acciampieri, S.p.A.
c/o Ansaldo North America Inc.
425 Park Avenue
New York, NY 10022
USA
Contact: Mr. Umberto Bianchi
 - Hydro Quebec International/Group Laparriere & Vézina Inc.
100 De Montmorency Blvd. East
Montreal, Quebec H2L 4L8
Canada
Contact: Mr. Jean-Claude Simard
 - TVO International Ltd.
P.O. Box 112
SP-0160 VANTAA
Finland
Contact: Mr. Olof Nyberg
 - Thermo Energy Systems Corporation
101 First Avenue
Watson, MA 02254
USA
Contact: Mr. Lazarus J. Laredo
 - Tosco Corporation/Mitsubishi Heavy Industries Ltd./Niel & Maney Group
c/o Tosco Corporation
14-27 Alaska 2 Chome
Mitsubishi
Tokyo 107
Japan
Contact: Mr. Yano Mitsuzawa
- Further details can be obtained from:
Basil Sutherland, Director, Planning
Jamaica Public Service Company, Limited
6 Knutsford Blvd.
P.O. Box 54
Kingston, Jamaica, W.I.

INVITATION TO INTERNATIONAL BIDS

on behalf of the
NORTH TRANSDANUBIAN GAS SUPPLYING COMPANY
and
CENTRAL TRANSDANUBIAN GAS SUPPLYING COMPANY
INTERAUDITOR NEUNER + HENZL CONSULTING LTD.
publishes an invitation for bids for the privatisation of the LPG businesses of the above gas companies

All business entities, that accept the obligatory binding conditions of this tender and are able to prove that they have the technical, economic and entrepreneurial skills and experience - obtained in the field of LPG gas supply and service -, needed for the accomplishment of the partial privatisation, being the goal of this tender, are entitled to submit their bids.

The tender documents will be available from 18 May 1992, in the office of:

INTERAUDITOR NEUNER + HENZL CONSULTING LTD.
Address: 1025 Budapest, Ferenczy ut 3.

The amount payable on obtaining the tender documents is ECU 1000, either paid in cash by the candidates on the spot or transferred to account No. 1-10272172 of INTERAUDITOR NEUNER + HENZL CONSULTING LTD. held with Inter-Europa Bank.

The official assignments of the candidates may obtain the tender documents on the payment of the above amount or the presentation of a bank certificate of its transfer, as well as the concurrent signature of the Confidentiality Statement.

The deadline of submitting the bids is at the State Property Agency, on July 28, 1992, between 10.00am and 11.00am.

Should the candidates wish to have any further information, those are provided by INTERAUDITOR NEUNER + HENZL CONSULTING LTD. at the above address or via the following respective telephone/telex numbers:
(361) 115-4774 and (361) 1358-385

May 11, 1992, Budapest

INTERAUDITOR NEUNER + HENZL CONSULTING LTD.

INVITATION TO INTERNATIONAL BIDS

on behalf of the
TRANSTISZA GAS SUPPLYING COMPANY
SOUTHERN LOWLAND GAS SUPPLYING COMPANY
SOUTH TRANSDANUBIAN GAS SUPPLYING COMPANY
NORTH TRANSDANUBIAN GAS SUPPLYING COMPANY
and
CENTRAL TRANSDANUBIAN GAS SUPPLYING COMPANY
INTERAUDITOR NEUNER + HENZL CONSULTING LTD.
publishes an invitation for bids for the privatisation of the above gas companies

All business entities, that accept the obligatory binding conditions of these tenders and are able to prove that they have the technical, economic and entrepreneurial skills and experience - obtained in the field of gas supply and service -, needed for the accomplishment of the partial privatisation, being the goal of this tender, are entitled to submit their bids.

The tender documents will be available from 18 May 1992, in the office of:

INTERAUDITOR NEUNER + HENZL CONSULTING LTD.
Address: 1025 Budapest, Ferenczy ut 3.

The amount payable on obtaining any of the five tender documents is ECU 2000, either paid in cash by the candidates on the spot or transferred to account No. 1-10272172 of INTERAUDITOR NEUNER + HENZL CONSULTING LTD. held with Inter-Europa Bank.

The official assignments of the candidates may obtain the tender documents on the payment of the above amount or the presentation of a bank certificate of its transfer, as well as the concurrent signature of the Confidentiality Statement.

The deadline of submitting the bids is at the State Property Agency, on August 24, 1992, between 10.00am and 11.00am.

Should the candidates wish to have any further information, those are provided by INTERAUDITOR NEUNER + HENZL CONSULTING LTD. at the above address or via the following respective telephone/telex numbers: (361) 115-4774 and (361) 1358-385

May 11, 1992, Budapest

INTERAUDITOR NEUNER + HENZL CONSULTING LTD.

MUNICIPALITY OF RHODES TOURIST & HOTEL ENTERPRISES S.A.

INVITATION FOR TENDERS

for
THE DEVELOPMENT AND MANAGEMENT OF THE
HOTEL DES ROSES, RHODES, GREECE

The municipal enterprise "Municipality of Rhodes Tourist and Hotel Enterprises S.A.", seeking to collaborate with an internationally recognised company for the development and management of the historic Hotel des Roses,

ANNOUNCES AN INTERNATIONAL TENDER

The best offer will be accepted. The company that is selected will undertake the implementation of the 2 billion drachmas (est.) investment programme, the financing of the project and the management of the hotel and the casino, which is expected to be finished to operate in the hotel on completion of the development project. Offers will be accepted until noon on June 30, 1992 at the Hotel des Roses, Rhodes, Greece. Interested parties can obtain a copy of the feasibility study regarding the development of the Hotel des Roses, as well as the information bulletin which contains the terms and conditions of the tender for a fee of fifty thousand drachmas (50,000 drs.).

For more information please contact:
Municipality of Rhodes Tourist and Hotel Enterprises S.A.
Tel. (0241) 37557, 37558, Fax (0241) 29695
Monday - Friday 1000 - 1300 hrs.
Offers should be addressed to:
Municipality of Rhodes Tourist and Hotel Enterprises S.A. 4,
G.Papamichaelou St., Rhodes 85 100, Greece.

Enm. Kallitoni
Chairman of the Board of the Municipality of Rhodes Tourist and Hotel Enterprises S.A.
Mayor of Rhodes

INTERNATIONAL PUBLIC TENDERING

The Director of the National Cancer Institute Bratislava, CSFR issues an international tender for design, realisation and financing of the construction of "Radiotherapeutic department consisting of 60 beds in NOU Bratislava Kameny and reconstruction of the Hospital on the Hodyukova Street in Bratislava".

Interested parties experienced in construction of health institutions can obtain tender conditions at the Directorate of the Hospital on 21-22 May 1992 from 9.00 a.m. till 12.00 p.m. against payment of 10,000 Kcs and submitting the list of references.

Address: Narodny onkologicky uzav
Kameny 1
833 10 Bratislava, CSFR

Telephone: +42-7-37 17 87 Fax: +42-7-37 26 01

Weapons deals hit prospects for Mideast stability

By Tony Walker in Cairo,
Mark Nicholson in London
and Hugh Carnegie
in Jerusalem

HOPES for a more stable Middle East after Iraq's defeat in the Gulf war are being undermined by the sheer weight of some \$90bn (£16.7bn) in proposed new arms transfers - with the US among the main culprits in speeding deliveries to the region.

President George Bush's much-vaunted arms control initiative of May 1991 - in which he urged the world's five leading powers to limit arms sales to the Middle East - appears to be running into the sand.

According to the US Arms Control Association, Washington has proposed \$6m in weapons transfers since the initiative was announced, and \$18m worth of arms in total since the end of the Gulf war itself, with Saudi Arabia alone ordering \$15m worth of new equipment.

Iran and Syria are also in the vanguard of arms purchases. Both are taking advantage of bargain prices available for surplus equipment from the former Soviet Union and its east European satellites.

Military analysts say that in part the arms build-up follows an uninterrupted trend in the Middle East, where superpower and regional rivalries have historically made the region one of the world's main arms markets. But they believe it also reflects strategic uncertainties since the Gulf war.

"There's nothing like an incentive war to stimulate arms sales," says Mr Nicholson, a spokesman for the International Institute of Strategic Studies in London. "And this was an incentive war."

Since the war, every country in the region has been left with its own reasons to buy arms - either for defence or to secure its regional ambitions.

The Gulf states are arming themselves to ensure they are never again vulnerable to invasion. Iran is re-arming from a low base after its destructive war with Iraq, but also with an eye on spreading its influence regionally. Syria is seeking by its missile acquisitions to bridge the vast gap in its capabilities vis-à-vis Israel, which has itself always placed a high priority in maintaining military superiority over its neighbours. Turkey, also with its eye on a strategic role in the region, is meanwhile developing its own arms manufacturing industry.

While the Stockholm-based International Peace Research Institute (Sipri) noted recently that there had been a significant fall in the value of transfers to the Middle East, from \$14bn in 1987 (the last full year of the Iran-Iraq war) to \$5bn in 1991, these figures ignore the real tension caused by the continued sale of ballistic missiles to states such as Syria, together with fears that the collapse of the Soviet



Union will enable the unauthorised transfer of nuclear and other weapons technology.

Moreover, much of the fall in the value of arms sales to the region is accounted for by the embargo against Iraq, which alone imported \$27m worth of weapons in the decade to 1990.

Nothing, perhaps better illustrates barriers to Middle East arms control than the lethargic response to Mr Bush's initiative, in which he called for a register of arms sales to the region, barriers to exports that contribute to weapons of mass destruction, a freeze - followed by a ban - on surface-to-surface missiles in the region, and a ban on the production of nuclear weapons.

Arms suppliers, notably the UN Security Council's five permanent members, were urged to avoid destabilising deals and asked to tighten export controls. But in the case of China, Mr Bush's pleas have apparently fallen on deaf ears. China's continuing reluctance to abide by the Missile Technology Control Regime (MTCR), a western initiative aimed at stopping the proliferation of missile technology, is a serious drag on efforts to halt the spread of ballistic missiles.

At the same time, diplomatic efforts to create the anti-Saddam coalition in the Gulf war also helped make available to many countries in the region considerably more money to spend on arms.

Arms supplies have also been boosted by the eagerness with which east European countries, particularly Czechoslovakia and Bulgaria, have sought to earn hard currency through weapon sales. Through such trade, arms experts believe, weapons such as sophisticated T-72 tanks may be changing hands for as little as \$800,000 each - less than half the price they were two years ago. "There are signs that Russia and the east Europeans can't abide by this [arms control] regime because of their foreign exchange needs," says Professor Trevor Taylor of the Royal Institute for International Affairs in London.

This sudden availability of advanced weaponry is fuelling the traditional vicious circle that has long characterised the regional arms race. Arab states want to erode Israel's "qualitative edge", but Israel in turn seeks to extend it by developing and acquiring bigger and better systems.

The old Soviet bloc was always very cautious about releasing new arms technology but now it doesn't seem to bother them," says an Israeli intelligence official. "They are ready to sell top-line Mig 29 aircraft, the latest T-72 tanks and advanced surface-to-air missiles. This is new and it is a worrying trend."

Israel's response has been to embark on its own quest for more sophisticated firepower. Projects such as the development of the joint US-Israeli Arrow ballistic missile interceptor and a home-grown intelligence satellite and integrated radar defence systems have been given priority. "Smart" bombs, missiles and

artillery shells - of the type used so spectacularly in the war against Iraq - are being developed, refined and bought. "In the long run it will produce a much more sophisticated, more state-of-the-art army," says a military official.

Reports that Israel may have transferred unauthorised US missile technology to China, which in turn may have incorporated it in weapons sold to Arab states, plus the recent publicity given to a shipment of North Korean missiles to Iran and Syria, have drawn further attention to issues of technology "leakage" and proliferation of weapons systems to the volatile Middle East.

Iran has been the focus of much of this concern, notably since recent British press reports, which echoed claims by a US Republican congressional task force on terrorism and unconventional warfare, suggesting Tehran has acquired two tactical nuclear warheads from the former Soviet Central

Asian states. Driven by its historic enmity with Iraq and still smarting from defeat in the 1980-88 Gulf war, Iran has the motive and the means to acquire its own nuclear device.

Military analysts suggest it should not be surprising if Middle Eastern states seek nuclear weapons, given Israel's cache of up to 100 nuclear warheads and, indeed, revelations about the extent of Iraq's nuclear weapons programme.

In this respect there are particular worries in the west about China and North Korea as suppliers of nuclear and other advanced weapons technology to the area. A recent study of China's missile trade by the California-based Monterey Institute of International Studies found that Chinese missile co-operation with developing states in terms of "whole systems and subsystems, production assistance and technology transfer" represented the world's most comprehensive programme of providing missile know-how to such countries.

It charged that China was assisting in the creation of new and powerful missile-producing states which are likely to operate outside any limitations (international or otherwise) on the sales of such systems.

The glaring example was North Korea, which had become a prime supplier of missiles and missile technology to the Middle East, including Syria, Libya, Iran, Egypt and possibly Iraq.

International pressure may have obliged China to defer shipments of the M-9 short-range missile to Syria, for which a contract was signed between Damascus and Beijing in 1987, but there is no sign the Chinese have abandoned plans to supply the missile. Indeed, reports this year that China had shipped to Syria chemicals suitable for production of solid-fuel missiles, allied with sightings of M-9 missile launchers in Syria, prompted speculation that the M-9 transfer is proceeding despite international pressure.

An abiding US fear is that the positioning of substantial numbers of M-9 missiles in Syria - the missiles have a range of about 500km - raises the prospect of an Israeli pre-emptive strike, and thus the danger of a new Middle East war.

Israeli officials say they are uncertain of the status of the M-9 deal. But they have repeatedly voiced public concern about up to 80 Scud-G missiles and 12 launchers they believe are being delivered to Syria by North Korea.

Such spectres point up the desirability of some form of arms control regime in the region. But not only is there no such regime; the circumstances are auspicious neither for the imposition of one from outside, nor for development from within the region.

President Hafez el-Assad of Syria has already made it clear that he opposes US attempts to limit Syria's ability to buy whatever weapons it likes, at least while Israel remains immune from western attempts to control arms in the region.

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Armscontrol talks begin in US today

By Mark Nicholson,
Middle East Correspondent

DELEGATES from Israel, its Arab neighbours and other interested countries convene today in Washington to discuss arms control in the Middle East for the first time since the Gulf war. In one of five sets of multilateral peace talks opening this week.

The first sessions of the talks, which shadow the main Arab-Israeli peace talks and are open to more countries, are not expected to move much beyond preliminary discussion on the format of further, possibly more substantive, talks.

In Washington, US officials said the disarmament talks would take a "seminar" format, with countries presenting papers rather than engaging in negotiation in the four-day meeting.

The same format will apply to the other four sets of talks: discussion on economic issues which open today in Brussels under the aegis of the EC; talks in Ottawa on refugees and in Vienna on water resources, which open on Wednesday; and discussions on the environment, which open on May 18 in Tokyo.

The PLO, though formally excluded from the US-brokered peace process, nevertheless yesterday gave its blessing to Palestinian participation in the talks through its central council in Tunis.

Israel, however, has decided to shun the meetings on refugees and economic issues, saying it objects to the presence of Palestinians from outside the occupied territories.

On arms control specifically, progress will be limited by Arab countries' resistance to any arms control regime affecting their ability to arm as they wish while Israel retains its nuclear deterrent.

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Société Générale de Belgique

Société anonyme

Incorporated in Brussels by Royal Decree dated 28 August 1922

Registered Office: 30 rue Royale, 1000 Brussels

Trade Register Number: Brussels 17,487

The Board of Directors is pleased to invite shareholders to assemble at the Company's registered office, rue Royale 30, Brussels on Wednesday 20 May 1992 at 10.30 am:

* for the ordinary general meeting. In accordance with the terms of Article 22 of the Memorandum and Articles of Association, to vote on the following agenda:

AGENDA

1. Board of Directors' special report and Auditors' report, drawn up for cases of equality of interest.
2. Board of Directors and Auditors' reports for the 1991 financial year.
3. Approval of the Company's annual accounts.
4. Proposal to approve the annual accounts as at 31 December 1991, including the distribution of a gross dividend of BEF 112 to non-AVF shares and of BEF 119.75 to AVF shares.
5. Discharge to members of the Board of Directors and to the Auditors: Proposal to discharge members of the Board of Directors and the Auditors from performance of their functions during the 1991 financial year.
5. Elections according to the Memorandum and Articles of Association:
 - 5.1. Proposal for the definitive election of Messrs Karl Vinck and Xavier Moreno as Directors.
 - 5.2. Proposal to renew Baron Jean Godeaux's mandate as Director.
 - 5.3. Proposal to renew statutory auditor's mandate of SCC Tinnemans, Pourbaix, Vass & Co, represented by Mr Claude Pourbaix.
 - 5.4. Proposal to elect SCC Price Waterhouse Réviseurs d'Entreprises, represented by Mr Paul Pauwels, as statutory auditor.
 - 5.5. Proposal to fix the statutory auditors' fees, at the amount proposed, with their agreement, by the Board of Directors.

* at the end of said meeting, for the extraordinary general meeting to vote on the following agenda:

AGENDA

1. Authorised capital.
 - 1.1. Board of Directors' report, drawn up in accordance with Article 33 bis § 2 of the coordinated laws on commercial companies.
 - 1.2. Proposal to cancel the balance of the authorised capital as at the date of the meeting and to create a new authorised capital of five billion francs.
2. Change in Memorandum and Articles of Association, inter alia to adapt them to recent legal modifications.
3. Proposal to replace the text of this Article by the following:

"The company's issued capital is set at fifty-three billion, five hundred and seventy-one million, three hundred and eighty-four thousand, two hundred and twenty-four Belgian francs (BEF 53,571,384,224), represented by sixty-four million, one hundred and eighty-two thousand, seven hundred and ninety (64,182,790) shares without par value called 'parts de réserve'. The capital is paid up, with the exception of an amount of eleven billion, two hundred and sixty-eight million Belgian francs (11,268,000,000), i.e. the unpaid balance of the capital increase recorded in a deed dated 18 January 1988.

"By resolution of the extraordinary general meeting of 20 May 1992, the Board of Directors was authorised to increase the share capital by five billion Belgian francs (5,000,000,000) in one or more stages, under conditions to be determined by the Board.

"This capital increase may take the form of cash or, subject to the statutory restrictions, non-cash contributions.

"It may also take the form of incorporation of available or unavailable reserves, with or without issue of new shares, or incorporation of issue premiums.

This authorisation shall be valid for five years, starting from the date of the publication of the amendment to the Memorandum and Articles of Association decided by the above-mentioned general meeting, but shall be renewable according to the statutory requirements.

"If, in the event of a capital increase, the issue price of the shares includes an issue premium, the amount of this premium shall be transferred to an unavailable account called 'issue premium', which shall as the other monies brought in constitute a guarantee for third parties. Unless this issue premium is incorporated in the capital by decision of the Board of Directors as specified above, it may only be reduced or cancelled by resolution of the general meeting, acting under the conditions specified in Article 72 of the coordinated laws on commercial companies.

"In the case of any capital increase for cash, existing shareholders shall have a preferential right on new shares calculated in proportion to their shareholding. The general meeting may, in the interest of the company, and in accordance with statutory requirements, reduce or cancel the shareholders' preferential right. Furthermore, the Board of Directors is expressly authorised, in the company's interests, to reduce or cancel the shareholders' preferential right in the case of any capital increase realised under the authorised capital, including in favour of one or more specified persons, whether or not they are staff members of the company or its subsidiaries."

New Article 5.

Proposal to insert the following Article between the present Articles 4 and 5:

Article 5. The Board of Directors is authorised to acquire the company's shares, either by purchase or exchange, in order to avoid the company suffering serious or imminent damage. This authorisation shall be valid for three years, starting from the date of publication of this amendment to the Memorandum and Articles of Association decided by the general meeting of 20 May 1992, but shall be renewable according to the statutory requirements.

Article 7. Proposal to replace paragraph 3 by the following:

"The dividend allocated to partially paid up shares shall be calculated in line with both the extent to which the shares have been paid up on the basis of the subscription price, taking the issue premium into account, and the number of days for which they were only partially paid up."

Article 9. Proposal to complete this title with the words "amended by Article 9 of the law of 22 February 1990, introducing a reduction in withholding tax, by Article 25, 1° and 2° of the law of 20 July 1990 and by Article 15 of the law of 28 December 1990".

Article 10. In the first paragraph, proposal to add after the words "30 December 1982" the words "later amended by Article 9 of the law of 22 February 1990, introducing a reduction in withholding tax, by Article 25, 1° and 2° of the law of 20 July 1990 and by Article 15 of the law of 28 December 1990". In the same paragraph, to replace "1992" with "1994". In the first sub-paragraph of the same paragraph, to replace the words "of the above-mentioned Royal Decrees" with the words "of Royal Decree no 15". Proposal to replace the last paragraph with the following text:

"These advantages may however not exceed 3.12% of the subscription price of the new shares, i.e. BEF 31.20 gross per share."

Article 11. Proposal to replace the second paragraph with the following text:

"It may, within the limits of the authorised capital defined in Article 3 and in accordance with Articles 101 bis to octies of the coordinated laws on commercial companies, issue convertible bonds or bonds with subscription rights, as well as subscription rights whether or not attached to another security."

Article 12. Proposal to replace the third paragraph with the following text:

"In this respect, subject to the provisions of the coordinated laws on commercial companies in respect of the cancellation of the preferential subscription right in the case of issue of subscription rights, it may inter alia reduce or cancel, in the interest of the Company, the shareholders' preferential right, including in favour of one or more specified persons, whether or not they are staff members of the company or its subsidiaries."

Article 17. Proposal to cancel chapter VII which contains the text of this Article.

Article 19. Proposal to add the following text at the end of the third paragraph:

"However, individual shareholders, other than those who hold registered shares, who meet the conditions laid down by the coordinated laws on commercial companies, can request, at their expense, that their names should not be noted on the attendance sheet."

Article 21. Proposal to end the last paragraph with the words "and the shareholders who wish to sign them".

3. Powers of the Board of Directors

- Proposal to empower the Board of Directors to carry out the resolutions to be taken and, inter alia, to determine the new numbering of the chapters and articles of the Memorandum and Articles of Association and establish the coordinated text thereof.
- Proposal to confirm the powers granted to the Board of Directors by the meeting of 8 September 1987, to have the further capital payments and the changes in the Memorandum and Articles of Association resulting therefrom established by official deed.

In order to attend these meetings, shareholders should, in accordance with Article 19 of the Memorandum and Articles of Association, deposit their shares at the Company's registered office by Wednesday 13 May 1992 at the latest, or at one of the following banks:

In Belgium	Generale Bank
In France	Banque Indosuez Belgique
In Luxembourg	Banque Indosuez
In Switzerland	Banque Générale du Luxembourg
	Credit Suisse
	Société de Banque Suisse
	Union de Banques Suisses
	Deutsche Bank
	Generale Bank & Co

Without prejudice to the terms of Article 74, § 2, para 2 and § 3 of the coordinated laws on commercial companies, shareholders who wish to be represented should use the form of proxy which is available on request. All proxies should reach the Company's registered office as soon as possible and by Monday 18 May 1992 at the very latest, which date was laid down by the Board of Directors in accordance with Article 20 of the Memorandum and Articles of Association.

Brussels, 30 April 1992
G. MESTRALLET
Managing Director
E. DAVIGNON
Chairman

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		Shares of a par value of US\$ 10 each	

Details of the above mentioned shares are included in the Companies Fiche Service available from Exel Financial Ltd., 37/45 Paul Street, London EC2A 4PB from 15.00 hrs on 12th May, 1992.

Copies of listing particulars may be obtained during normal business hours on any weekday, Saturdays and public holidays excepted, up to and including 13th May, 1992, from the Company Announcements office of the London Stock Exchange, Old Broad Street, London EC2N 1HP (for collection only) and up to and including 25th May, 1992 from:

Clemente Capital, Inc. 152 West 57th Street New York NY 10019 11th May, 1992	UBS Phillips & Drew Securities Limited 100 Liverpool Street London EC2M 2RH
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BIRMINGHAM

LINCOLNSHIRE AND SOUTH HUMBERSIDE

Monday May 11 1992



The region's strength is its diversity, writes Paul Cheeseright. Yet a variety of economic experience

in an area no longer a sleepy outpost has led to competing interests, the harbinger of conflict. It would be a pity if this were to deter private-sector investment.

Upheaval on the way

FROM THE Wash to the Humber, from Skegness to Scunthorpe, from Grantham to Great Grimsby, two decades of change have created an economy of modest robustness and set off a momentum of development.

This is not to argue that Lincolnshire and South Humberside have avoided the recession. There have been rationalisations, redundancies and bankruptcies; and there are areas of great need. But cores of strength do exist, some traditional, some of more recent vintage, which offer the possibility of expansion when the UK economy recovers.

These areas include: the Humber ports; the chemical and food industries of Grimsby; the newly diversified Scunthorpe; the engineering of Lincoln; the farming of Lincolnshire, notwithstanding the external pressures; and the small-scale industry of the minor towns.

The region's strength - and to this extent Lincolnshire and South Humberside are a mirror of the wider East Midlands region - is its diversity.

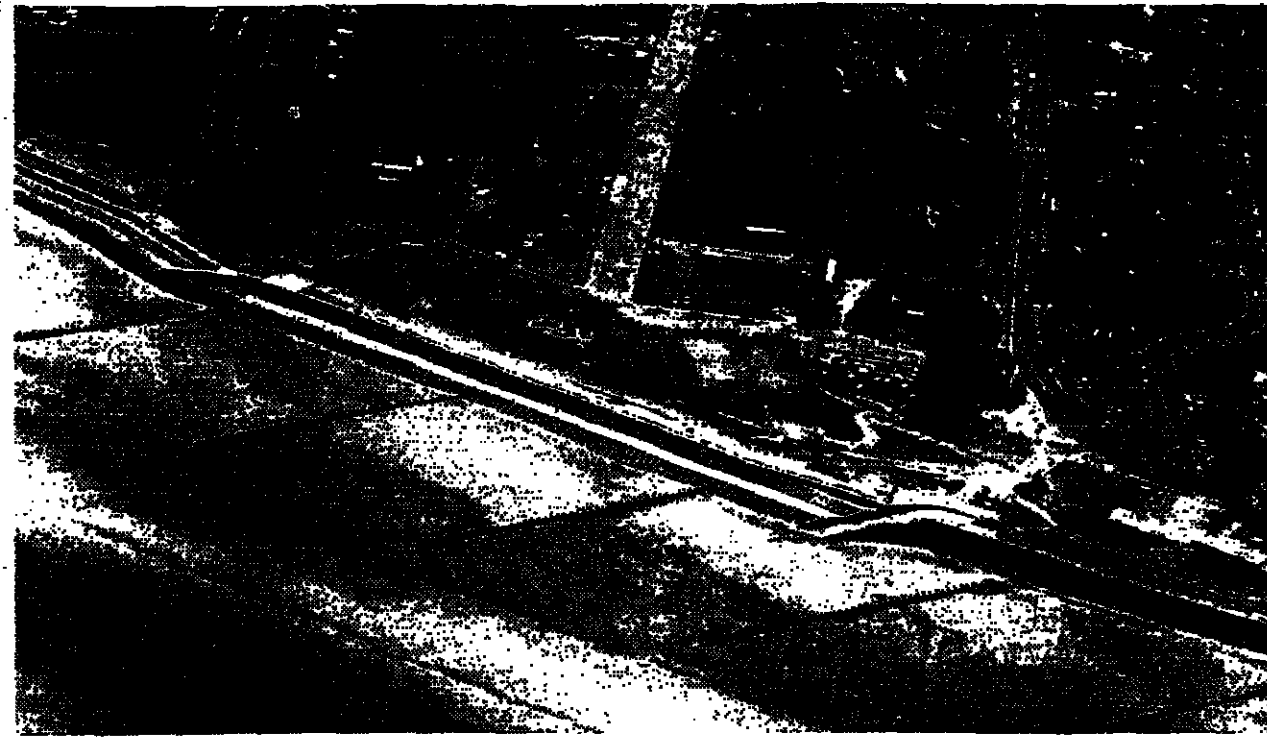
Yet this is also an uneven area. The major urban localities are Lincoln and Grimsby, the first with a population of

about 100,000 if its southern suburbs outside the strict boundary are included, the second with half as many people again.

There is a clutch of smaller but significant towns (Scunthorpe, Boston, Grantham), then those that are smaller still (Louth, Skegness, Spalding, Stamford, Gainsborough), after which the population spreads out. Lincolnshire is one of the largest counties, popularly known for the gentleness of its countryside.

The unevenness is evident not only geographically but also in the impact of the recession. At 8.8 per cent, the average unemployment rate in Lincolnshire in the early spring may have been nearly a point lower than the national average, and during 1991 jobless levels may have risen at half the national rate. The number of people out of work in Grimsby, the largest town of South Humberside, may at the end of 1991 have been one percentage point above the national rate, instead of three percentage points above at the beginning of the year. But such averages hide sharp disparities.

In Lincolnshire, for example, there is talk of a north-south divide. Indeed, in the south of



Sea-wall defences between Mablethorpe and Skegness give protection to thousands of properties and many acres of farmland. The contractor was Clouston Construction, one of the large companies that have their headquarters at Scunthorpe: see Page 3

the county, although unemployment has risen as the recession has bitten, the percentage has been, in the case of the Skegness area, more than three points below the national average. In the city of Lincoln, the rate is roughly the same as in the country as a whole. But over on the coast, in and around Skegness, it climbed

The county council would welcome an extension, but the larger urban areas have no desire to be absorbed

towards 19 per cent.

The explanations lie in the varied economic profiles of distinct areas, and in the range of assistance which is available from central government and in recent economic history.

Skegness and the coastal belt of Lincolnshire have been excessively dependent on erratic seaside tourism; its industrial base is weak; it is on an outer limb of the national communications system. But in farming, Lincolnshire, desig-

nated as an area of rural development, there was throughout the 1980s considerable building and occupation of small factories, so that an industrial element has been welded on to the traditional market activities of the small towns.

At the same time, in the south of the county, there has been private sector investment as companies, in more prosperous times, sought expansion denied them in East Anglia and the South of England by labour shortages and higher land costs. The south, too, has become part of the London commuter belt - a distant dormitory suburb creating its own demand for services.

Similarly, though for other reasons, development on Humberside has taken different forms. The loss of Grimsby's deep-sea fishing fleet in the 1970s found its compensation in the expansion of the chemical, food-processing and storage industries. In spite of the decision of Fintus to withdraw from food processing, other companies have emerged gradually to offset the loss. Yet Grimsby's economic

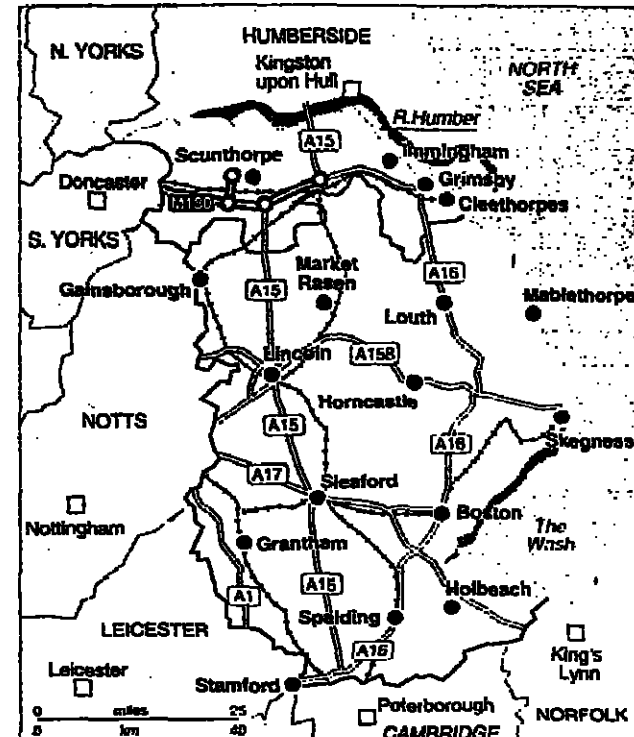
diversification has been hindered by the competing attraction of Scunthorpe. Here, designation as an assisted area and the existence of an enterprise zone have meant that incoming companies have been able to tap a range of subsidies unavailable on the coast. Even so, on the coast, the emergence of Grimsby and of Immingham as the largest bulk cargo port in the UK has created another pillar of economic resilience.

Such a variety of economic experience has helped to create competing interests, which are the harbinger of conflict. There is a proposal that all these communities should be pushed together into one administrative unit. The Local Government Boundary Commission has recommended that South Humberside should be absorbed in Lincolnshire. The recommendation has been frozen while another commission established by the government decides how, and with what boundaries, a system of unitary local authorities might be introduced across the country by 1994.

Lincolnshire County Council

would be delighted to see its boundaries extended, and to have a territory running from the Humber to the Wash. Humberside County Council opposes its own demise and deems the thought wasteful.

The larger urban areas have no desire to be absorbed into a wider Lincolnshire. Grimsby wants to be a county borough, as it was a generation ago, and thinks that the level of service to the public would be lower as part of Lincolnshire. At the same time, Lincoln city wants to be a unitary authority in its own right, but with wider boundaries. Within all of this there is scope for a political



battle royal. At the minimum, there will be some upheaval. This would be a pity, especially if it diverted the public authorities from encouraging solutions to deeper-seated problems - for example, the need to foster training in the frequently low-skilled, low-wage urban areas; to take education into the more isolated rural areas; to create a new university and enlarge the industrial-academic nexus.

It would be a pity, too, if political squabbles deterred private-sector investment. The area is no longer a sleepy outpost of the UK, bypassed by the communications system. It is more like a bridge between north and south: close enough to the south to siphon off companies looking for space; but, with its ports, close enough to the industrial Midlands and north to act as a conduit to continental Europe.

Lincolnshire, in fact, is likely to increase its population, which is moving towards 600,000 after having grown by 10 per cent in each decade since the second world war. Net immigration of 50,000 is expected by the end of the century. Much of this is likely to come from south-east England, and implies a steady economic expansion.

IN THIS SURVEY

- Communications: the vision of a gateway to Europe
- Power stations: the new chain will be driven by sea gas
- A new university: detailed plans are due this summer
- Lincoln: a splendid setting, but a mixed economic landscape
- Scunthorpe: success threatens development area status
- Food and agriculture: still the dominant industries
- The coast: a tangle through history

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Page 4

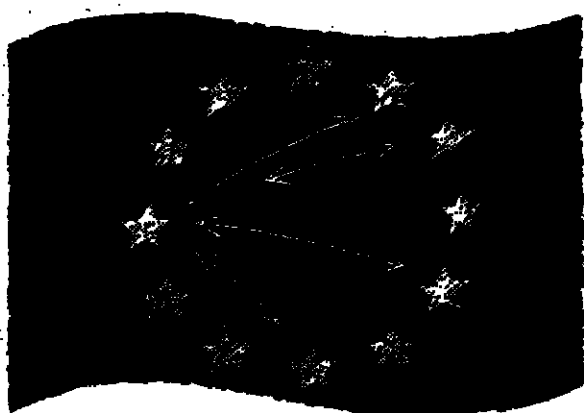
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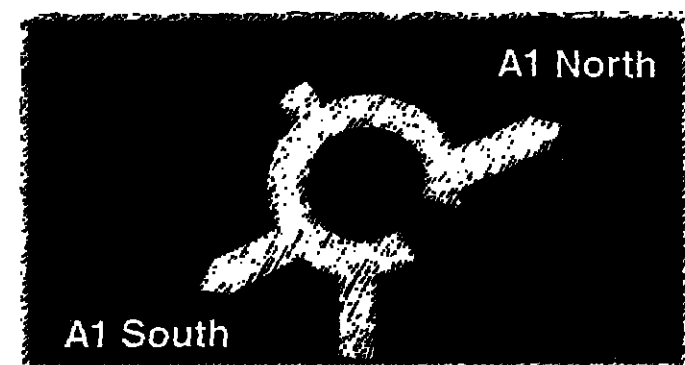
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THINK Lincs.

LINCOLNSHIRE AND SOUTH HUMBERSIDE 2

Communications – and a bold plan entitled Green Links

A dream corridor to Europe

THERE IS a vision, which makes the periphery the centre, which changes the shape of European trade flows and which restores rail to the prime position as a handler of freight. It is a vision called Green Links.

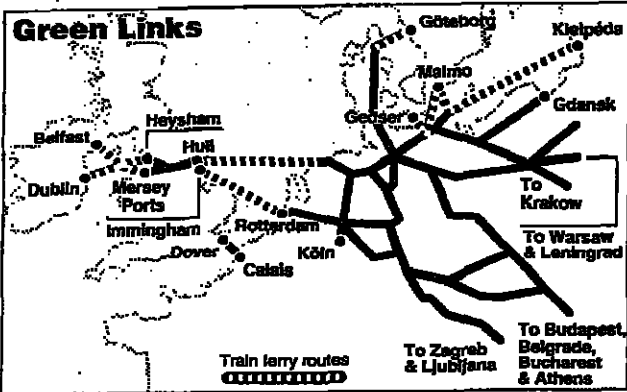
And it is not surprising that Great Grimsby is enthusiastic about it, because it could provide the town and the expanding neighbouring port of Immingham with a new role in the next century.

Green Links is an idea for a rail and sea corridor, linking Ireland and the northern half of England with northern and central Europe. Immingham would be its key British axis, the last UK stop on the route to Germany, Russia, Czechoslovakia.

The European Commission is helping to fund studies. Local authorities throughout Europe are involved. But what the idea lacks in the UK is an adequate rail network. "We're agitating to get British Rail to put more effort into freight. Green Links is aimed at BR as much as at Europe," said Mr Roy Bentham, Grimsby's director of leisure and economic development.

As it is, the growth of the Humber deepwater ports, handling around 60m tonnes of freight a year – Immingham carried more freight in 1991 than in 1980, despite the recession – has been and will continue to be of economic significance. Although the plans for a new coal terminal founded in March on PowerGen's hesitation, Associated British Ports, the owner, plans a new terminal of a different type, possibly for containers.

Immingham is the major port of the region; indeed, it handles a greater volume of freight than any other port in the UK. But there are others, not least that of Grimsby itself, which has won the contract to handle the export of cars from the new Toyota plant at Bur-



naston, Derbyshire. Here, too, a consortium of fish merchants, fishing vessel owners and private dock operators, working under a licence from Associated British Ports, has a 16m plan for the modernisation of the fish docks.

In Lincolnshire, the fortunes of Gainsborough, an inland port, have been in decline. But, under the new privatised management of A.F. Budge and John Sutcliffe, at Boston, on the Wash, work is taking place to allow entrance for vessels of 4,500 tonnes. Instead of the present limit of 3,000 tonnes.

Immingham, the region's major port, handles more freight than any other in the UK

Sutton Bridge was completed at the end of the 1980s as a general cargo port. Inland links to the ports have improved as the road infrastructure has gradually improved. The completion of the M180, running along the Humber-Lincolnshire border, has been partly instrumental in fostering the growth of the Humber ports.

The next motorway dream of the local authority planners relates to north-south communications. It is to have an

extension of the M11 from Cambridgeshire through to Durham. It would pass to the east of Lincoln and to the west of Market Rasen, but the proposals and the route suggestions now reside in the Department of Transport awaiting decision. Meanwhile, the main north-south axis is the A1 and there is a programme to upgrade this to a three lane motorway.

Other changes are of smaller order. The transformation of the A46 between Newark and Lincoln should be completed by 1996. Improvements have taken place to the east-west A17. The A52 between Nottingham and Skegness and the A158 between Lincoln and Skegness are being upgraded. The Lincolnshire County Council, following a policy of keeping through traffic out of market towns and villages, is spending on by-passes – at Swallow and Wainfleet, for example.

Similarly, the main immediate improvements to the rail network are local. Lincolnshire County Council and Regional Railways reached agreement in April on the joint financing of a £3m package to modernise the line which cuts across the county, through Gainsborough, Sleaford and Spalding, starting at Doncaster and terminating at Peterborough. Without such

an agreement the line probably would have been lost. A similar scheme was worked out for the Grantham-Skegness line ten years ago.

Certainly there are local fears that British Rail may cut out its InterCity service between Newark and Grimsby, cutting the direct link with London, although there is a local service of Sprinter trains.

But rail services, especially from the south of the county, are sufficiently speedy for Lincolnshire to be considered as London commuter territory. This is because of the electrified east coast main line, which means that the Grantham-London connection can be travelled in less than an hour. This route will be increased in importance once the Channel Tunnel opens: Newark is a designated stop for the direct passenger service

to continental Europe.

But there is one point that worried the Confederation of British Industry as early as 1990. "The decline in the number of rail freight terminals in Lincolnshire needs halting," it said in its document, *Towards 2000 in Lincolnshire*. "Lincolnshire needs easy access to the inland rail freight terminals to take advantage of the Channel Tunnel," and hence to ensure growth into continental markets.

Continental air links are through Humberside Airport in the north, recently expanded to take more scheduled traffic, and through East Midlands Airport, to the south in Derbyshire. But for transatlantic flights, passengers still have to go either to London or Manchester.

Paul Cheeseright



Immingham would be the last stop on the route to Germany, Russia, and eastern Europe

The region will provide power for England in the 21st century

Sea gas will drive new stations

DISTINCTIVE new industrial landmarks are springing up on the flat countryside between the Wash and the Humber estuary.

They are the chain of gleaming new power stations which will supply much of England with cheap, environmentally clean electricity well into the 21st century.

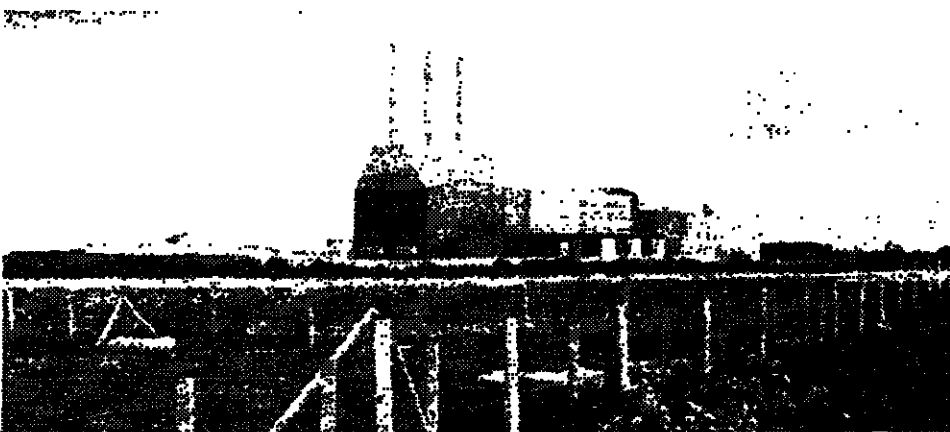
One of the new investment, the region could one day rival the coalfields of Yorkshire and the Midlands as a centre for bulk electricity generation.

All the new generators there will use natural gas from the North Sea, and comprise high efficiency combined cycle technology, in which the waste heat from the primary gas turbines is used to drive auxiliary steam turbines.

The area's first new station, at Killingholme on south Humberside, is due to start supplying the national grid in the autumn. The 900 MegaWatt plant, owned by PowerGen, one of the successor companies of the former Central Electricity Generating Board, will be the biggest non-nuclear power station to be opened in Britain since the 1970s.

The PowerGen plant is the first of eight large gas-fired power stations planned in this area over the next five years. They have a total capacity of 5,730MW, which, on a warm bank holiday evening, could supply a high proportion of national demand.

The list includes a second 800MW PowerGen plant at Killingholme, and a 620MW station on the same site being built by National Power, the bigger of the non-nuclear companies carved from the CEGB.



Killingholme: a montage showing how the new power station will sit on the flat landscape

The catalyst for the programme was the 1990 privatisation of the electricity industry which demolished the monolithic CEGB and opened the door to competitive electricity generation.

Two other factors have attracted a large part of the planned new generating capacity to the South Humberside and Lincolnshire area:

■ Its accessibility to the main "super-grid" lines built to convey electricity to south-east England from the power stations of the Yorkshire and Trent Valley coalfields; and

■ Its terminals for the gasfields of the southern North Sea, which are set to rival the coalfields as the principal fuel sources for electricity production.

In addition to those planned

at Killingholme, new plants are being built or planned at Brigg, Keadby, Stallingborough and Sutton Bridge.

The radical nature of the overhaul of the electricity industry is evident in the exotic mixture of companies behind the new projects. They include the privatised regional electricity companies (before being privatised, they were restricted only to distribution of power) and numerous overseas companies, ranging from combustion equipment suppliers to overseas utilities.

A 5400m plant at Keadby, South Humberside, is a partnership of Scottish Hydro-Electric and Norweb, the North West electricity distribution company.

In the 5400m plant, at Sutton Bridge, Lincolnshire, East Midlands Electricity is partnered by Electricité de France, the French state utility, GEC Alsthom (the Anglo-French combustion plant-maker), France's Compagnie Générale des Eaux, and Iberdrola, an independent

Spanish utility.

PowerGen's first Killingholme station is being built by Siemens, the German electrical giant, and its Kraft Werk Union power generation group.

The biggest single project, the 1,320MW South Humber Bank, at Stallingborough, is being developed by IVO (Imatran Voima Oy), Finland's biggest electricity company, which is also the contractor for the Yorkshire Electricity-led 240MW station at Brigg, a British Sugar refinery site. The Brigg turbines will be supplied by the Lincoln-based European Gas Turbines, 90 per cent owned by GEC Alsthom and 10 per cent by General Electric of the US.

Contrary to the ripples which power station projects sometimes cause elsewhere in Britain, the people of this area have seemed rather unconcerned at the rate of new development in their midst.

Planning permission for a power station has been available for years at Stallingborough.

ough, proposed site of the South Humber Bank plant. Similarly, at nearby Killingholme, bought by the CEGB in 1987, there had been successive plans for stations – both oil and coal – all of which were abandoned for economic reasons.

But there would be local anger if suggestions resurfaced to use Killingholme for a different energy-related purpose – in the mid 1960s, it was one of the places studied by NUREX for the burial of low level nuclear waste. (The idea was later dropped when the government went for a deep-level burial ground at Sellafield, Cumbria, but could be re-examined if the Sellafield scheme were abandoned.)

There is also local anxiety over plans for a big new coal importing terminal at Immingham. The plans were shelved before the general election, but might be revived if the new Conservative government gives the electricity industry the green light to expand coal imports. Local resistance to the new port is laced with concern about the effect it would have on employment in the Yorkshire coalfield.

On the other hand, many locals will breathe a deep sigh of relief over the effect of the smallest power station being built in the area. The 15MW station, on the site of the former Filthorpe chemical works, will be powered by the manure of nearly 10 chickens a year reared on the Scunthorpe area's 40 battery farms. The highly pungent "poultry litter" as it is clinically called, has been traditionally used to fertilise the area's rich farmland giving it its recognisable aroma. This is one power station which should significantly improve, rather than pollute, the atmosphere.

Maurice Samuelson

Towards a new university

Nottingham's pupil

LEADERS OF Lincolnshire's public and private sectors are trying to grasp an opportunity for a new generation, and which probably will not recur for another generation. It is to set up a new university.

The broad lines of how this will be done are now clear. The detail of the planning will be evident by the summer.

The university will be based on one or more of the existing colleges of higher education.

It will start as a university college, under the wing of either Nottingham Polytechnic or Nottingham University, and then, by the end of the decade or early in the next, it will strike off as an independent institution.

The origins of this attempt came out of thinking among local business leaders, and first emerged in a 1990 report of the Confederation of British Industry.

Business leaders were worried that the intellectual flower of the county tended to bloom outside. They wanted more young people to stay, to provide the intellectual stimulus for local business. They wanted the commercial benefits which can spin out of a strong relationship between industry and the academic world.

The first thought was that the university would be a private sector venture and, indeed, there were talks with the University of Buckingham about how it might be brought about.

But as local interest in the project grew and the public

authorities became involved, the running was taken over by the Lincolnshire County Council. This resulted in a switch away from an

A neighbour's university and polytechnic have been chosen for detailed negotiations

exclusively private sector approach to an examination of ways in which a university of more orthodox background might emerge. It became clear that the easiest way was to invite an institution from the outside to foster the new

university.

The examination came at a good time. Not only are student numbers increasing sharply and expected to do so for the rest of the decade, but the methods of financing students are changing so that, instead of travelling hither and thither to study, they are more likely to stay in the area of their home.

Lincolnshire County Council invited half a dozen interested tertiary educational institutions to make public presentations of how they would develop the existing county educational system so that, in a few years, a new university might emerge.

From these six, Nottingham Polytechnic and Nottingham University have been chosen for detailed negotiations. At the end of July, one of these two will be chosen to give birth to the new university.

Largely because it has been made clear there will be no government funding to help this process, the search will shortly begin for commercial sponsors of the university.

Both the Nottingham institutions believe it will take around £20m to get it up. If there is a shortfall, there will be some resort to the money markets. But Lincolnshire County Council itself may provide help: it is one of only two local authorities in the UK to be free of debt and, at the same time, it has substantial landholdings.

Paul Cheeseright

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THE BUSINESS PROGRESS PATH

START HERE

Idea! I'll start my own business
Is there a market for my products?
What's my survival income?
What about accounts, company law, health and safety and all that?
Where do I start?

I'm up and running
Where am I going?
What's the plan?
What skills will I need for myself and my people in the future?
Is my planning right?
What is marketing?
How do I get to meet buyers?
Where do I start?

I'm doing OK
Heavy competition changes all around me
What skills do I need now?
Who do I ask first?

I'm doing brilliantly
But am I profitable?
How many people will I need?
I know what skills I need
What's the best way to put those skills into my people?
Who do I ask first?

we want to be bigger
We'll have to change
We need better managers
We can't find the right people
Who'll know who to ask?
Where do we start?

we've established our in-house training
Is there some help and advice we can get on this, to take it further?
Who'll know?

we want to consolidate our strengths & position
We need to get costs under control
We need better people
We can't find the right people
Who'll know who to ask?
Where do we start?

we're looking at BS5750
Quality is clearly the route forward
What's the starting point?

we have significant skills in certain areas
They can contribute to the general economic prosperity of the region
Who can best take advantage of them?

we'd like to make a bigger contribution to the business community
We're interested in the future workforce and in involving ourselves with education
How do we get involved?

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THE MALTINGS
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SILVESTER STREET
HULL HU1 3HL

LINCOLNSHIRE AND SOUTH HUMBERSIDE 3

Success threatens Scunthorpe's development area status

New employers move in

SCUNTHORPE, AN industrial island set in the agricultural Midlands of South Humberside, stands at a crossroads, fearful that it may become the victim of its own success.

The 1980s were times of dramatic change for this town of 25,000 people, transforming it from a community overwhelmingly dependent on the steel industry to a manufacturing centre with a much more broadly based spread of activities, ranging from computer hardware to plastics, engineering and food processing.

Development area status, an enterprise zone and European Community aid, giving access to European Coal and Steel Community loans and the European Regional Development Fund, have helped Scunthorpe to attract dozens of new employers during the last decade, more than 40 British companies and 16 multinationals have manufacturing bases

in the town.

Unemployment, which, after the traumatic Normanby Park steelworks closure of the early 1980s, rose to a peak of around 20 per cent, is now, at 8.1 per cent, just below the national average. But in that case, one might ask, why should Scunthorpe have top-tier development area status? That, the town's borough council fears, is precisely the question government ministers will be asking when they start their promised review of the UK's assisted-area map.

The council's answer is that the radical restructuring of the local economy, for which government assistance has been vital, is still incomplete. It

faces the 1990s without the benefit of enterprise zone concessions: now fully occupied, the EZ loses its designation next year.

The recession has also hit the heavy days of the late 1980s, when Scunthorpe was attracting in net terms, 40 new businesses a year, have been followed by leaner times; in 1991 it lost 55 businesses net and around 500 jobs.

There is also an underlying fear that British Steel's Scunthorpe works, which makes steel sections and plate, is extremely vulnerable, should there be any further rationalisation in the UK's steelmaking capacity after Ravenscroft closes in September.

Of the four remaining major BS sites, Scunthorpe, part of the General Steels business, alone operates from an inland location. In the late 1970s, steelmaking in Scunthorpe employed around 23,000 people; today British Steel's payroll is 5,500; about 4,500 more people are estimated by the council to work as contractors on the BS site in the town. But more steel jobs are certain to go; BS announced last year that it is to close its Scunthorpe plate mill, resulting in 600 job losses in 1994.

Despite all this, British Steel remains by far the dominant local employer; all the newer companies Scunthorpe has attracted employ well below

1,000 people. It also has a subsidiary interest in its former rod mill in the town, now run by Allied Steel and Wire, and its former bar mill, now owned by Caparo.

Another cloud on the horizon is the possible knock-on effects on European assistance should the government abolish Humberside county council. As part of Humberside, Scunthorpe benefited under the European Community's Yorkshire and Humberside Steel Areas Integrated Development Operations Programme for areas hit by steel industry job losses.

Labour-controlled Scunthorpe borough council, however, favours Humberside county council's abolition; greater autonomy is a powerful promise.

On a brighter note, "Sunny Scunthorpe" (stand-up comedians have a lot to answer for) has attracted £250m investment and around 4,000 jobs to its 250-acre EZ.

Zone status triggered development of new industrial estates, offering rapid access to the motorway network and Scunthorpe town centre, yet close enough to the countryside for a pleasant to be spotted last week strutting across a major access road leading to Foxhills industrial park.

Large employers attracted to the EZ include the expansionist Spring Ram, HLF, part of Hillsdown, and Uni-gate, which developed Europe's biggest white meat and poultry processing plant at Foxhills.

This plant has just been acquired by Hillsdown, one of a spate of acquisitions which have brought sudden changes to the ownership of some of the town's key new businesses. They include the acquisition of Euroalim, formerly Welsh-owned, by the German company Keimle and Spies, and of Sooner Snacks, bought from Borden by Dalgety. This deal has resulted in the transfer away from Scunthorpe of Sooner Snacks managerial posts.

But Scunthorpe remains the headquarters of several large private companies, including Clugston, one of the UK's top 50 non-housing building and civil engineering contractors,



The town has just one Far East investment: Japanese-owned Clizzen, which employs 230 people



The 1980s saw a shift from dependence on the steel industry. And there is now an underlying fear that British Steel's Scunthorpe works, which makes steel sections and plate, is extremely vulnerable, should there be any further rationalisation in the UK's steelmaking capacity

which employs 900 people nationally and turns over £15m a year. Founded 55 years ago, it pioneered developments in the use of steel industry slag before diversifying into its present activities. So far in 1992 it has won contracts worth £21m.

Among overseas investors in Scunthorpe, the Americans predominate, although the German presence is increasing. The town has just one Far East investment, Japanese-owned Clizzen, which employs 230 people making computer printers.

About 36 per cent of Scunthorpe's employment is in

manufacturing, well above the national average. Attracting other sorts of inward investment has proved more difficult. However, Lloyds Bank has chosen the town for its new national mortgage-processing centre, employing 150 people.

Now that the EZ is full, the council hopes incoming industry will buy sites at Lysaghts Enterprise Park, part of the Normanby Park steelworks site. More than £2m in government derelict-land grant has been spent here annually since 1985, but contamination makes for slow progress. Just 40 acres of the 400-acre site has so far been reclaimed. "We've hardly started," observes Mr Fred Kirk, vice-chairman of the council's estates and industrial development committee.

Mr Kirk, aged 68, and fellow Labour councillor and housing committee chairman Mr Brian Vessey, 57 are proud of their home town and optimistic about its future - if development area status is retained. "We're deemed to be a successful area," says Mr Vessey. "We're worried people in high places will judge us as not needing help."

Chris Tighe

Lincoln enjoys a splendid site, but a mixed economic landscape

Engineering keeps its place

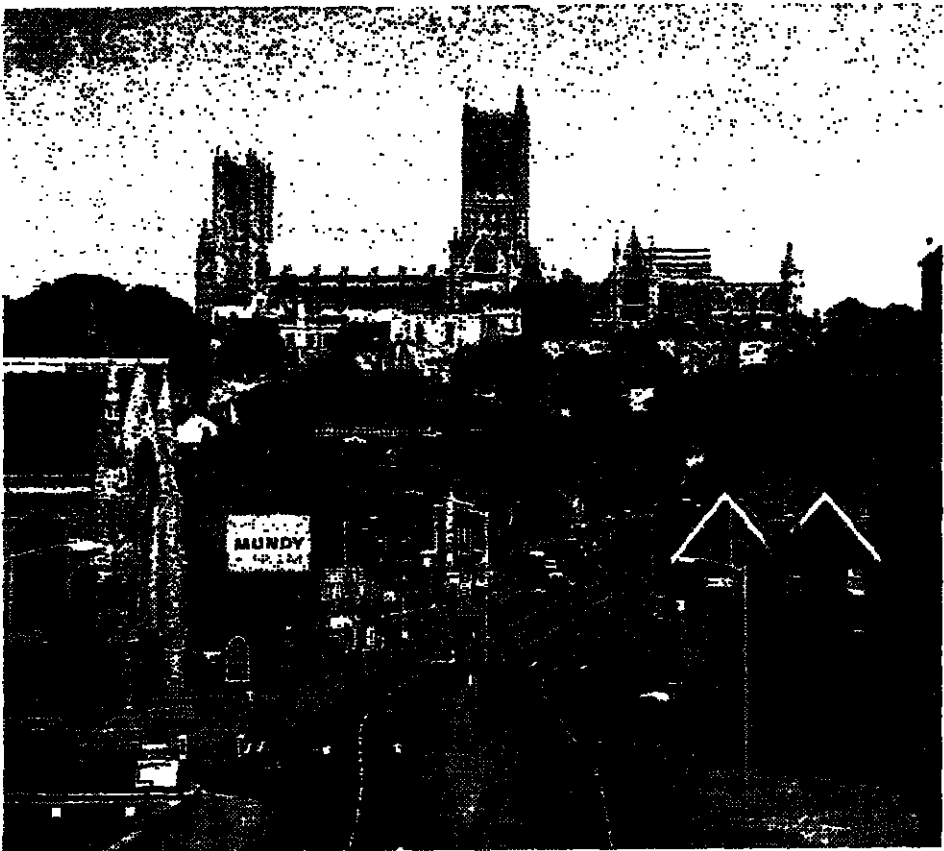
THE CATHEDRAL broods over the city. High on the hill, it tells travellers coming in from the surrounding flat lands that their destination is near. For Lincoln is the focal point of the region, a fact recognised as early as the 12th century when the city received its royal charter.

"It is thought of as a small market town with a cathedral. But it is a significant industrial and commercial centre - this is the reality," said Mr Mike Roberts, of the city's economic development department.

Arguably, it is the economic diversity of the city that has enabled it, if not to avoid the recession, at least to escape its most damaging effects. Unemployment in the Lincoln travel-to-work-area is just under 10 per cent, and close to the national average.

However, in the city itself unemployment is unofficially estimated at up to four per cent; more, and up to half of those without jobs are long-term unemployed.

The economic landscape is mixed. Historically, the city has been an engineering centre. Indeed, the tank was devised, developed and built in Lincoln during the first world war. Nationally, engineering has been in the doldrums. But in Lincoln, European Gas Turbines, part of GEC-Alsthom, has a heavy order-book; while rationalisation at GPT, the telecommunications group now managed from Swindon, has caused redundancies. Over the past decade, old names like Ruston Bucyrus, with its earth-moving equipment, have disappeared and emerged in smaller and more specialised form; but new names such as Rose Bearings, the fruit of Japanese take-over and investment, have emerged as more powerful local economic forces.



The cathedral dominates the city, yet tourism is not as important as this might suggest

The engineering industry provides about 8,000 jobs in a local economy where there is employment for around 74,000. Engineering employment is more significant than tourism, where, even including the jobs in pubs, the total is about 5,000.

Tourism is not as important as the dominance of the cathedral might suggest. Lincoln is not, for example, on the American visitor circuit. Although about 1m people may visit the city each year, most only stay for a day. Tourism is an industry awaiting exploitation. While there has been some expansion of hotels, the con-

cern of the Confederation of British Industry remains valid: "The lack of facilities in Lincoln and Lincolnshire, such as hotels and basics, like cinemas, means that, apart from the summer season at the coast, Lincolnshire does not attract as many tourists as it could accommodate."

For the CBi, there is another possibility: Lincoln could be a tourist base. "Good hotels, a full and imaginative use made of the Brayford Pool [the harbour built by the Romans] and exploitation of Lincoln's very historical and important Roman and medieval past

could help the whole county." But the thrust of investment in Lincoln is more narrowly based. Development, especially in retail facilities like the Waterside shopping centre, has continued despite the recession. And there will be more. G.W.Padley is planning a new food-processing plant; Anglian Water is moving some headquarters staff to refurbished engineering works once owned by Clayton Dewandre and now by Simons, the construction group; the Inland Revenue is establishing its training headquarters in an old bishop's palace.

To what extent such development can ease the problem of the long-term unemployed is not clear. The city does not escape the problems of economic and social deprivation that are characteristic of UK cities. For the most part, problems are concentrated in the city's eastern wards.

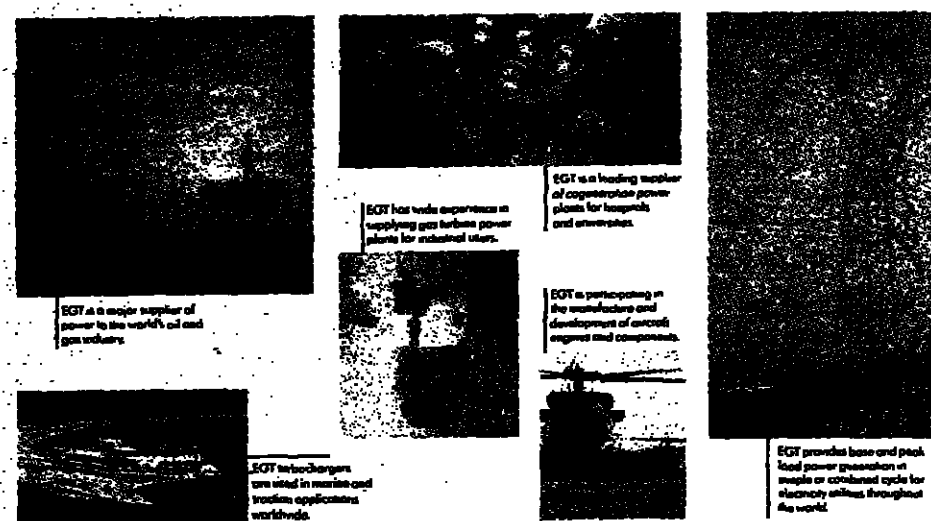
Lincoln is not on the list of the government's 57 Urban Programme authorities, and hence does not receive 75 per cent grant aid for specified economic renewal projects. City leaders noted that, on most indices of deprivation (quality of housing, lack of education facilities, the number of one-parent families) Lincoln's eastern wards were as badly off as most Urban Programme authorities. But what the city does not have, the leaders observed, is a social difficulty with ethnic minorities. Indeed, according to government criteria, it is entitled only to the subsidy of Derelict Land Grant.

Efforts to persuade the government to make available more subsidies for regeneration have failed. But the government is more enthusiastic about a joint public-private sector approach to regeneration, on the model of the now superseded Birmingham Heartlands, called Investors in Lincoln. This groups the City Council, the Training and Enterprise Council, the Lincoln Co-operative Society, the Chamber of Commerce and six local development companies, with sponsorship from East Midlands Electricity.

How Investors in Lincoln will approach its task will be clearer later this year. By the end of this month, Dr Jones, the London chartered surveying consultancy, should produce a study which will include not only an urban regeneration plan, but also a business plan and a series of specific initiatives, long- and short-term, which will provide guidelines for the next 15 years. In Lincoln, the game is played long.

Paul Cheeseright

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This award winning attraction takes you on the journey of a lifetime from the streets of Grimsby to the Arctic fishing grounds - and back again - all without leaving dry land.

Experience the sounds, sights and smells of life on board a Grimsby trawler in the 1950's.

From 21st May a major exhibition - "Trawlers at War" - provides an additional exhilarating experience.

Contact: (0472) 344888 Richard Doughty.

Grimsby International Singers Competition

Competition Dates: 24th - 28th October 1992

The competition attracts entries from all over the world and is held in Grimsby's Town Hall culminating in a winners concert with Grimsby Philharmonic.

Syllabus available from Anne Holmes, 23 Briffel Avenue, Great Grimsby, LK (0472) 82115.

Last date for competition entries - 31st May 1992.

GRIMSBY SUMMER Festival

This is a series of "themed" weekend acts entertainment events in Heritage Square, adjacent to the National Fishing Heritage Centre and the Riddle Steamer.

Live music, magic, dance, art & craft stalls, street entertainers, clowns, fire, circus etc., all feature in these unique events. This is not to be missed.

Contact: (0472) 242000 Ext. 1472 Peter Bibby.

South Bank Jazz Festival

3rd - 5th July 1992

The South Bank Jazz Festival boasts a highly packed programme of over 20 bands providing 3 days of non-stop jazz.

Real ale good food, children's entertainment and a covered market adjacent to Freshney Place. Regular activities & entertainment for all the family include Punch & Judy shows, clowns, concerts, competitions and much more.

Agents: Clouston Heath (011) 409 2199 or Donalson (0532) 46116.

FRESHNEY PLACE

This is a remarkable new development of Grimsby's central shopping area, offering 3 department stores and over 100 shops, all under one roof.

Freshney Place provides the best shopping in Lincolnshire & South Humberside. Additional attractions include a variety of coffee shops and restaurants, so you can enjoy a well-earned break, and a covered market adjacent to Freshney Place. Regular activities & entertainment for all the family include Punch & Judy shows, clowns, concerts, competitions and much more.

Agents: Clouston Heath (011) 409 2199 or Donalson (0532) 46116.

GRIMSBY WELCOMES INVADERS

Although there is evidence of several much earlier settlements, it was the Viking invaders who first developed the potential of the great River Humber's South Bank, with its dry sunny climate and rich fertile soil.

Using their skills in trade and commerce, they soon built the thriving settlement of Grimsby. Although today trade is worldwide, the links across the North Sea to Europe are particularly strong. Indeed, Grimsby is Europe's Food Town and The Town for Europe.

As well as being a major centre for national and international business, Grimsby has become a thriving tourist and visitor centre. The award winning National Fishing Heritage Centre, International Singers Competition, South Bank Jazz Festival and Freshney Place Shopping Centre have all helped to create a new and welcome invasion.

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Come and discover what's **GREAT** about **GRIMSBY**

Contact: Roy Benham, Director of Leisure & Economic Development, Municipal Offices, Town Hall Square, Great Grimsby, South Humberside, DN31 1RU. Telephone: (0472) 242000. Telex: (0472) 348327.



LINCOLNSHIRE AND SOUTH HUMBERSIDE 4

Agriculture and food-processing continue to be dominant industries

Investment defies the recession

LINCOLNSHIRE tulip bulbs, exported to Amsterdam; Lincolnshire ducks, savoured in Japan; Lincolnshire ducks' feet, highly esteemed in China; Lincolnshire peas, computer-monitored in their pods - the county's centuries-old agricultural industry has certainly moved with the times.

It is the British county most heavily dominated by agriculture. The sector employed 8.8 per cent of the county's workforce in 1987, compared with a national average of just 1.5 per cent.

According to the National Farmers Union, Lincolnshire is Britain's biggest producer of cereals, potatoes, vegetables and oil seed rape. Sugar beet, poultry, pigs, flowers and bulbs are also important.

The county has been affected by agriculture's trend towards increased mechanisation: between 1978 and 1988, total numbers working on Lincolnshire's land, including farmers and casual and part-timers, dropped from 29,486 to 23,167, and the decline in jobs continues.

But it has also seen heavy investment by major food companies, despite the recession. It has benefited, too, from proximity to both Grimsby, a major food-processing centre, and to the Humber ports whose east-facing location will become increasingly important as a result of the single European market.

Agriculture dominates Lincolnshire physically: the sparsely populated county has only eight centres with more than 10,000 inhabitants. And the sector also has important spin-offs, such as agricultural engineering.

But the Rural Development Commission, promoting diversification, has been spending £2m a year on small factory and workshop developments since the early 1980s, when much of the county was designated a rural development area. All RDA boundaries are being reviewed next year.

As elsewhere, there is concern over the GATT negotiations and reform of the common agricultural policy. A more localised worry - even harder to influence - is the state of dry summers which have hit the county's irrigation systems.

"The real crunch will come if we get another dry and hot summer," says Mr David Hill, the NFU's East Midlands senior policy adviser. The NFU is pressing the government to consider how water could be transferred, possibly into the Trent river system.

Recent private-sector investments in Lincolnshire include Christian Salvesen's new £8m vegetable-packing factory at Easton, near Grantham, claimed to be Europe's most advanced. The company, the largest UK processor of frozen green vegetables, has three large plants in Lincolnshire and another at Grimsby.

HL Foods, part of Hillsdown Holdings, operates three production centres in Lincolnshire, including a new chilled-salads factory at Spalding, described as the UK's most up to date. Another major food company, Geest, is headquartered at Spalding, where its Tropical Produce distribution centre has recently been refurbished. Geest's subsidiary, the Pasta

Company, is now developing a large pasta-processing complex at Barton-on-Humber, in South Humberside.

Other well-known Lincolnshire-based names include Nickerson Group (exporters of ducks to the Far East), near Caistor, and William Sinclair Holdings, of Lincoln, producers of horticultural, pet and equestrian products. The county is also home to a number of successful producer co-operatives.

Some north Lincolnshire fields are yielding a new cash crop - oil - while, on the coast, Conoco's new Theddlethorpe gas terminal, linked to the Lincolnshire Offshore Gas Gathering System, will supply up to a third of the UK's natural gas needs.

The importance to Britain's food industry of the land from the Humber to the Wash is underlined by the presence in Grimsby of 400 food-processing companies. Promoted as "Europe's food town", it estimates that 20,000 people work in its food sector and directly related companies.

Since 1989, food manufacturing investment in the town has exceeded £75m, including a £25m pizza factory. Europe's largest, developed by Ross Young.

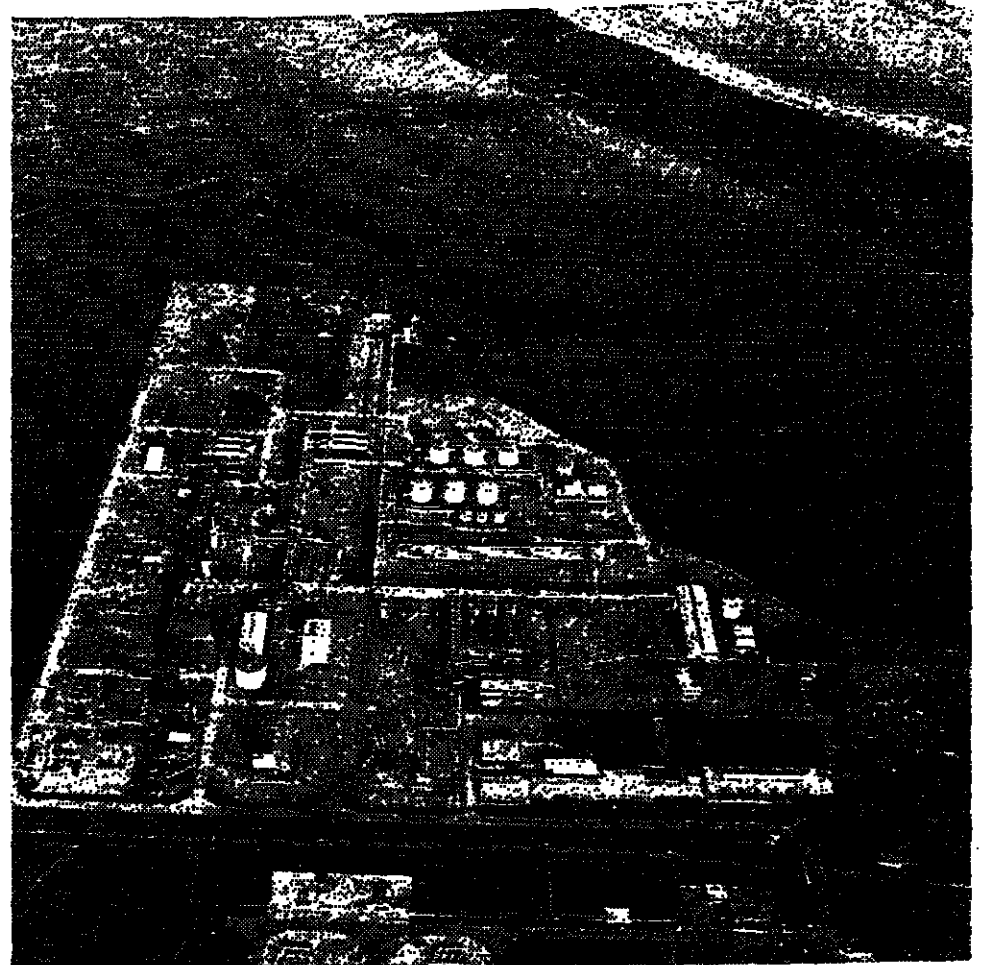
Despite the loss of deep-sea trawling in the mid-1970s, about half the town's food processors are fish-related - Grimsby still has a fleet of 100 seine netters and the UK's largest fish market. Fish is also imported for processing. And the town has an honourable role in sustaining a great British tradition: most English fish-and-chip shops are serviced within 24 hours from Grimsby.



Preparing frozen meals at the Grimsby factory of Birds Eye Walls. Recently the company has built a new plant for the preparation of meat meals, which are exported to Europe

Despite all this, the food-processing sector last year delivered Grimsby a major blow - news that Findus, moving out of fish-finger production in the UK, was to close its local plant, costing more than 900 jobs over two years. The knock-on

effects of closure would be serious: Findus' gross annual wages bill locally is £7m. Its contracts with 130 local suppliers are worth £1.8m. Now, however, Booker, part of the Fitch Lovell food conglomerate, has expressed interest in taking



Conoco's new Theddlethorpe gas terminal will supply up to a third of the UK's natural gas needs

over the plant. A deal depends on whether government assistance will be granted.

All this has heightened Grimsby's awareness that the town is an intermediate area, while Souththorpe, with lower unemployment, is a development area, offering inward investors more incentives. It has not escaped the notice of "Europe's food town" that, since 1984, its steelmaking neighbour has won 1,200 food-sector jobs - Scunthorpe now has seven substantial food

plants, compared with just one before.

In the dog-eat-dog world of lobbying for government aid, Grimsby, with its above-average jobless rate of 10.9 per cent, is arguing that it needs at least as good a deal as Scunthorpe.

Unusually, Grimsby's manufacturing sector is dominated by two unlikely bedfellows - food and chemicals. The chemical industry, employing 3,200 people, lies within the borough and to the north along the

coastal strip towards Immingham.

It is investing very heavily in "green" technology. But combining food and chemical industries as environmental standards rise will not be easy, admits Mr Roy Benham, Grimsby's director of leisure and economic development. "As years go by, we have to make sure the two don't affect each other adversely," he warns.

Chris Tighe



The real thing: preparing the catch for sale, in Grimsby fish market

Tony Andrews

The coastline means ports, tourism and the heritage business

A trawl through history

SCRATCH 'N SNIFF, orders the "very smelly leaflet" about Grimsby's new National Fishing Heritage Centre. So you do - and the whiff of fish and engine oil rises up from the page.

Opened a year ago, this imaginative museum, an attempt to plunge visitors into the sensations of 1950s North Sea trawling, has received an enthusiastic public response. It attracted 70,000 visitors in its first eight months, and has created almost from thin air a tourist industry for Grimsby, once the world's largest fishing port.

The £3m development, funded jointly by the European Community and Grimsby council, promises visitors the chance to "sign on" as crew members before travelling through an imitation Grimsby back street to the Arctic fishing grounds.

"You feel the pitch and roll of the ship, the urgency and excitement of the catch, the raw, icy blast of the wind..." promises the glossy brochure. More is in store: an "exhibition", opening later this month, will allow visitors, securely on terra firma, to "experience the harsh reality of being under enemy fire on the gun-deck of a trawler at war", before switching to the German side and covering in a recreated U-boat being depth-charged. "It's mine blowing," screams the publicity. "Feel the submarine shudder, hear the tortured metal fracture..."

All this may arouse misgivings among those uneasy about Britain's heritage industry. There is indeed irony in recreating the dead trawling industry next door to a new Sainsbury's hypermarket: while Grimsby's nearby fish

dock, somewhat tatty, as genuine backstreets tend to be, is at least still operating, is not deemed a tourist attraction. The fish dock is also fighting for government cash towards a £16m upgrading.

But then, Billy Butlin perhaps ruffled feathers when, in the 1950s, he decided that Skegness, where he had set up his hooped stall with a borrowed fiver, should become the site of his first UK holiday camp. And before that, the Earl of Scarborough's agent probably

Lincolnshire attracts 5m day-visitors and 7m overnight stayers a year

alarmed Lincolnshire villagers in the 19th century when, on his recommendation, Skegness was developed into a seaside resort.

Today, Skegness and Mablethorpe, the Lincolnshire coast's main resorts, and Cleethorpes, just inside South Humberside, retain their traditional British seaside character, despite some substantial investment, including the £27m spent by Rank Leisure on Funcoast World, successor to Butlins at Skegness.

Lincolnshire and South Humberside Tourism - a body set up in 1990, with local authority, tourist board, private sector and Rural Development Commission backing, to promote tourism - estimates that Lincolnshire attracts 5m day-visitors and 7m overnight stayers annually.

The organisation's manager, Mr Christopher "Kipper" Scott, says tourism in Lincolnshire employs 28,000 people for part or all of the year, and generates a £310m annual spend.

Believing that tourism in the area has development potential, he has launched a national advertising campaign. So far it has sparked 10,000 requests for the county's short breaks and main guide.

At present, Lincolnshire tourism is concentrated on the coastal strip, which has traditionally catered for visitors from Yorkshire, the East Midlands and Lincoln. The area now has to compete with year-round theme-park developments such as Centre Parks' Sherwood Forest complex. A recent CBI report, Towards 2000 in Lincolnshire, suggested the county consider creating such a facility.

Efforts are being made both to encourage more visitors to Lincolnshire, especially from East Anglia and south-east England, and to coax more of them into the county's many attractive historic towns and villages. Mr Scott is also wooing walkers and nature-lovers by emphasising the coast's nature reserves.

Nor will devotees of Alfred Lord Tennyson escape Lincolnshire's entreaties: this year, the 100th anniversary of his death, he is being invoked to promote Mablethorpe, where he spent part of his youth. "I think Lincolnshire has 'calm and deep peace' to offer," ventures Mr Scott, in Tennysonian mood.

Along the coast, in Grimsby, the local authority hopes tourists attracted by the National Fishing Heritage Museum will be persuaded to linger, and spend money, at the recently completed £50m Freshney Place shopping centre, a mixture of town centre refurbishment and redevelopment. Further rejuvenation of the Alexandra Dock, where the

museum has been built, is also planned.

Whimsy and nostalgia fade away north of Grimsby; the no-nonsense might of South Humberside's chemical installations and its large Immingham port complex have yet to be "interpreted" by industrial tourism.

The elegant Humber bridge attracts some tourists, but most developments here appeal mainly to local job-hunters. Kimberly-Clark, for example is developing a new £100m paper products plant at Barton, creating 750 jobs.

The Humber estuary - consisting of the four main ports of Hull, Goole, Grimsby and Immingham and numerous wharves on the rivers Trent, Ouse and Hull - has seen trade rise by 50 per cent in a decade. It now handles 60m tonnes of goods a year, and regularly services 53 countries. The European single market

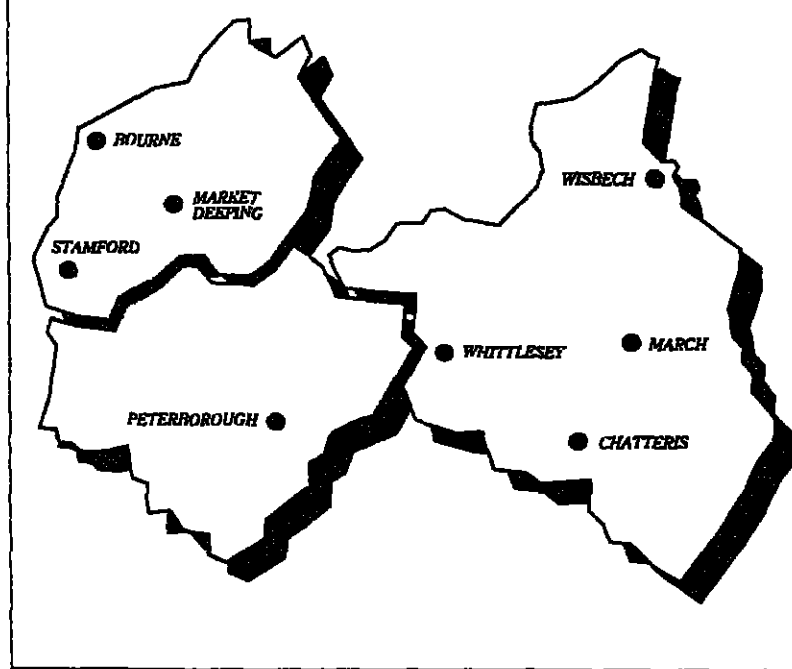
looks certain to boost further the estuary's port activity. Markets serving 320m European customers - 740m if you include eastern Europe and the former Soviet Union - can be reached within 24 hours from the Humber. It already handles most UK trade to and from Germany, Belgium, Holland and Scandinavia.

Further investment of more than £100m in the Humber ports is in the pipeline. With more than 100 berths run by more than 20 operators, many of the estuary's distinctive ports and wharves have established particular strengths in certain operations.

One remarkable feature of the estuary is that, thanks to its rivers, it stretches 50 miles inland, allowing ships to be discharged close to major motorways and feeding into Yorkshire's canal network. Sadly, however, Britain's most inland port, Gainsborough, on the Trent, is experiencing problems, because twists in the river make it unsuitable for larger vessels. How long, one wonders, before the tourist influx arrives?

Chris Tighe

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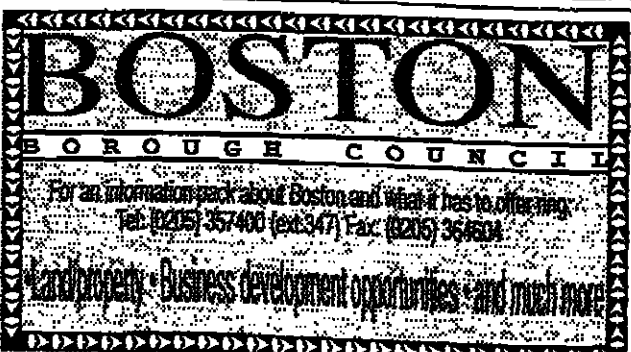
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MANAGEMENT

The soaring cost of healthcare insurance is forcing many employers to limit the benefits that are available to their employees. Richard Lapper reports

Losing patience with private medicine

The costs of private healthcare are catching up with British companies. Over the past 20 years, private medical insurance has become an increasingly common – and expected – perk among white collar employees.

But companies are now facing potentially crippling increases in costs as premiums struggle to keep pace with rocketing claims payments.

Over the past year, premiums have gone up by an average 20 per cent, with some clients paying up to 40 per cent more.

"The word has got around personnel directors – be very careful what medical benefits you offer," says Eddie O'Hara who works with the health insurance division of Willis Corroon, the insurance broker, and looks after 300 corporate clients.

Many companies are looking at ways of cutting down on claims in return for lower premiums. Administration is being tightened and employees are being asked to share some of the cost of treatment.

Some companies are striking deals with hospitals offering treatment at a specially negotiated rate. Above all, employees who benefit from corporate healthcare schemes are being encouraged to think of their private healthcare as supplementing, rather than replacing, the National Health Service.

About 12 per cent of British people have private medical health insurance, the majority of them through corporate schemes. Initially made available as an incentive to senior executives during the 1970s, private health provision cascaded down to the lowliest white collar grades during the 1980s and in some industries, like pharmaceuticals, is common among blue collar workers.

"It has become almost as common a benefit as paid holidays," says Mike Tiler, who heads a health insurance team at Mercer Fraser, the actuary and employee benefits company.

In corporate schemes, employers

pay either the whole or part of the premium or sometimes simply negotiate a discount – generally about 10 per cent – on the price available to individuals. Premium income amounted to more than £1.08bn in 1990 after a decade which saw the number of employees benefiting from health schemes increasing by an average of 5 per cent each year.

But the growth in medical costs has moved up at four times that rate and shows signs of escalating. More expensive, high-tech treatments are more common and wage costs have risen.

With interest in health issues rising, employees are much more likely to claim on policies than they were 20 years ago. Tiler says that the increasing range of treatments available has also led to some abuse of the system.

"One pensioner used to spend 10 weeks a year in a psychiatric hospital. She thought it was a holiday."

The government's health service reforms have aggravated problems by encouraging general practitioners to refer patients to private healthcare wherever possible, leaving the doctors with more resources free for the treatment of NHS patients.

Until recently, healthcare premiums were kept down by the entry of new insurers into the market – such as Norwich Union and Orion, a subsidiary of Nationale Neder-

landen – which put competitive pressure on the established companies – Bupa, FPA and WPA.

This is now beginning to change, following the losses being experienced by market stalwarts and newcomers alike in 1991.

Medical insurance premiums have now grown to 3 per cent of many companies' wage bills. The figure is even higher for some companies which have particularly long-established schemes.

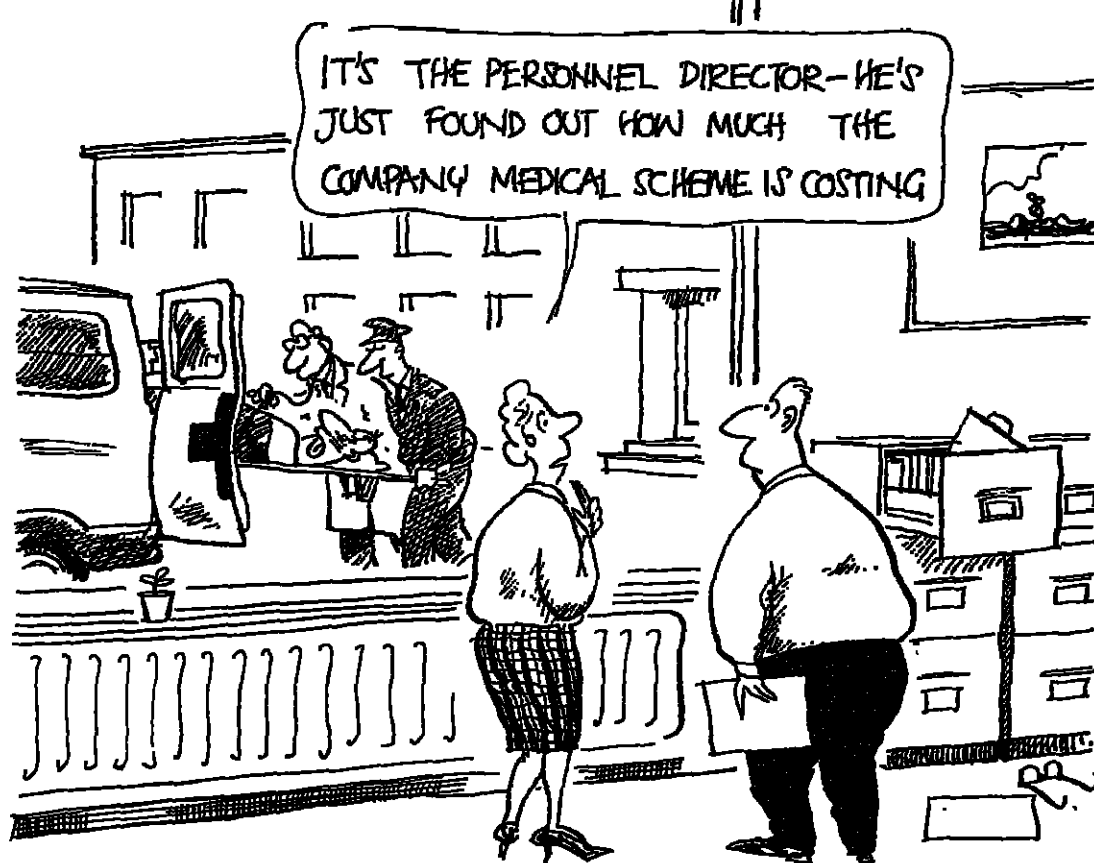
The situation is not yet as bad as in the US, where medical premiums make up 15 per cent of the total wage bill of some companies. Indeed, according to one recent survey, US companies rate healthcare costs as one of their biggest concerns.

But even at present levels, some UK managers are looking hard at their programmes.

Modifications now being introduced include:

- The introduction of an excess – under which employees pay the first £50 or £100 of any treatment. Philip Anderson, marketing director of Bupa, the country's biggest private health insurer calls it the "cold shower effect".

- Better scheme administration and the introduction of central controls. According to O'Hara, companies sometimes need to find out exactly which employees have access to which benefit. "In some



ROGER DENNE

cases with companies which have several locations around the country, employers simply don't know what the claims record is."

- Vetting of claims by senior managers.

- Closer monitoring of the cost of surgery or hospital stays. Mercer Fraser and other advisers carry out "medical audits" – adjusting and costing claims so that they relate to the real work done.

- Preferred hospital arrangements, by which scheme managers negoti-

ate reduced prices for the bulk purchase of administration and accommodation with private or NHS hospitals, are becoming increasingly common, says Anderson.

- Persuading employees to use NHS facilities wherever possible with schemes making payments to beneficiaries for each night they spend in an NHS hospital, for example.

Willis provides a counselling service to advise scheme members whether to opt for private or public

treatment. "If for example they want their wisdom teeth out but are not in any pain, we suggest they wait to have it done on the NHS, even if they have to wait for the treatment for a couple of months."

The scope to tackle one of the biggest problems – the liabilities of company health schemes to retired employees – is limited.

Almost all schemes now exclude cover for employees once they have retired but some employers – among them some UK clearing banks – have accumulated future liabilities.

Premiums paid into schemes by the beneficiaries have almost all been spent in paying actual claims. There is little left over to fund future care, the cost of which is growing exponentially.

Employers have bought out some executives by paying them benefits now in exchange for their giving up future entitlement to private healthcare cover in the future.

But Tiler warns that in some cases, the liabilities "could wreck a company".

"It's a massive issue which people are only just beginning to tackle. It will call for some creative thinking," adds O'Hara.

In the very best of company

The largest European employers are a virtuous lot – or at least they claim to be. More than 90 per cent have equal opportunities policies, almost that number sponsor cultural or sporting events, and more than 60 per cent say they have carried out environmental audits.

These are the latest findings of a survey* from the Henley Centre for Forecasting which has questioned the top 500 employers across sectors in the European Community about their employment practices.

A surprising 32 per cent of organisations – half in the public sector – claim to have a woman on the board or in a similar top function. Job sharing is offered by 48 per cent, career breaks by 59 per cent and maternity leave beyond legal requirements by 40 per cent.

However, the Henley researchers say the survey shows that women's careers remain hampered by lack of childcare: on-site childcare is provided by 9 per cent of companies and an additional 16 per cent have off-site provision. Dissatisfaction with employer's childcare facilities is high, particularly in countries with a relatively weak family structure, such as the UK, France and Germany.

On training and education, 87 per cent of employers say they have formal management development programmes and 85 per cent subsidise employees' studies. Meanwhile, 66 per cent offer retraining programmes and 42 per cent offer extended study leave.

Henley notes the increasing effort that organisations are having to make to impress consumers with their green credentials and social awareness. The proportion of EC manufacturing companies which have carried out environmental checks on their activities, or intended to carry out such audits, is nearly 70 per cent.

Overall, Henley considers the survey results give a positive impression of employment practices and conditions in Europe's largest companies. However, without increases in childcare provision, there is likely to be little growth in the numbers of women achieving executive and managerial grades, the report concludes.

Diane Summers

*Contact Eric Salama, Henley Centre, 2 Tudor St, London EC4Y 0AA.

A little extra self-help at the Halifax

John Teasdale, who manages a corporate health programme for Halifax Building Society, says his company introduced a number of changes following a 30 per cent increase in premiums last year.

Halifax, which employs more than 24,000 people, is typical of the white collar employers who have begun to offer healthcare in the last 20 years.

The company's scheme which

offers Bupa care to employees and a discounted rate to spouses and dependents began in 1980. Last year's increase "forced us to look closely at what we were doing," says Teasdale.

Halifax introduced "excesses", making their staff liable for the first £50 of any claim. The company also took action to change the attitudes of its staff towards the scheme.

"We found that people regarded

the scheme as an alternative to the National Health Service.

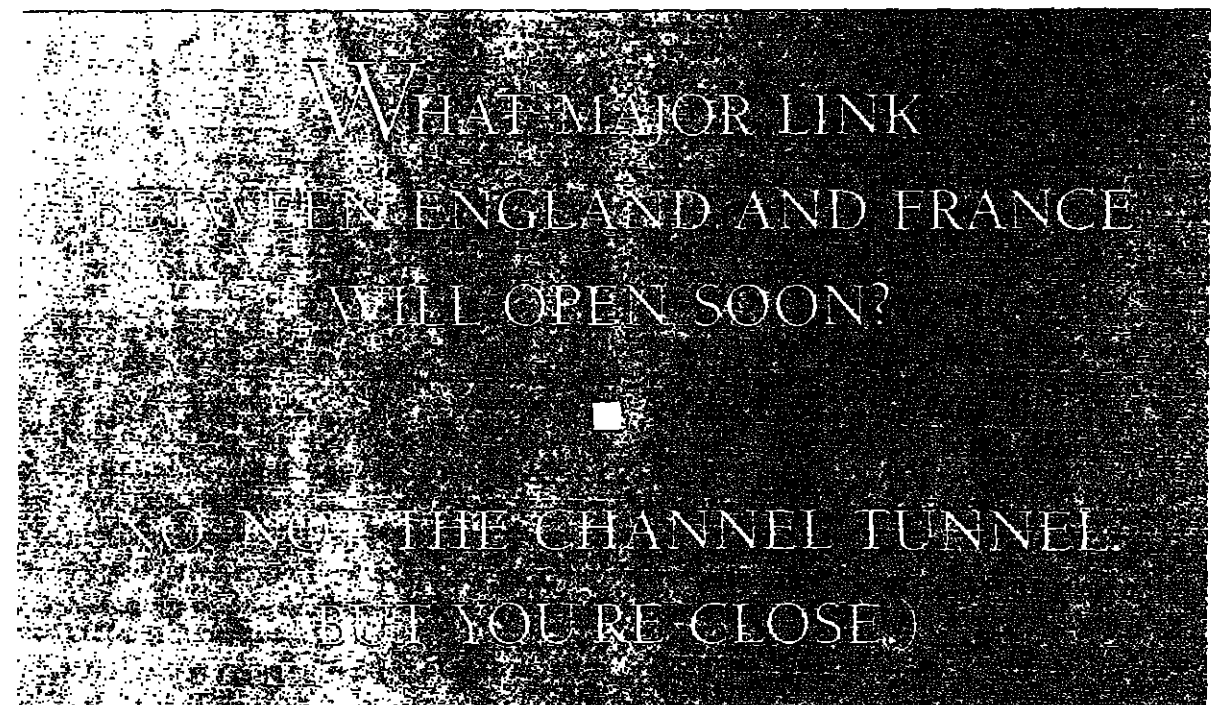
But the society sees the scheme as complementary. We had to make sure that they understood a claim on the scheme was a claim on the society, says Teasdale.

Halifax is having claims forms reprinted to show the its logo to press home the point.

The measures had an immediate impact, and Bupa increased its premiums by only 5 per cent at the

1992 renewal. "That speaks for itself," says Teasdale, who adds that charging has limited use of the service by employees suffering, for example, sports injuries.

Halifax has also taken more measures to save costs. It encourages Halifax-based employees to use the local Bupa-Elkland hospital, with which it has negotiated discounts, rather than others in the locality.



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OUR DEDICATION GOES FURTHER

Music in 12 Parts

Halfway through Thursday evening in the Festival Hall, I decided that 6 would be enough. Philip Glass and his loyal team were playing the complete dozen, his Late Minimalist *magnum opus* of 1971-74 from 7 o'clock to 11.30 as originally announced, but amended on the spot to 11.45 and by my reckoning, unlikely to finish much before midnight. Though the large audience looked like real devotees, I suspect that they began to slip away soon after 11.

For younger readers, I should explain what Minimalism was. In postwar Europe, in the wake of Schoenberg and Webern, a whole generation of composers became convinced that if their music did not strike "conventional" audiences as a thematic and a rhythmic, they must be trading indecently upon outwardly expressive routines. As they bore that thought in mind, their audiences dwindled to a knowledgeable few. Later, the American Minimalists (Terry Riley first of all, then Steve Reich and Glass etc) hit upon a different and less rebarbative way of shaking off the past.

It struck them that some European dissonances were unnecessary. Instead you could recycle the simplest and most reassuringly familiar routines as long as you flattened them into plain, inexpressive elements. You could then let the audience's attention wander in the new patterns you made with them: slow, almost subliminal shifts of tonal focus and rhythmic basis, as you let your component lines go out of step, and also the audible *moiré* effects - quite new in music, and rich in potential - as the different levels separated off.

For Terry Riley, that was only one line of experimentalism. Among many, for Reich it is one that has drawn him into clever, close-focus explorations. Glass is harder to classify. His earlier music exploited the new possibilities of tonal focus, and still registers the big, glacial shifts when they make themselves felt. In plain practical terms, however, the South Bank performance failed the composer. Whether his linear knock or (less confidently) his harmonic lurches were meant to keep things going, the sound-reproduction in the hall sold him short.

Instead, what we heard over certain of the amplified channels had a flat, ugly glare without depth, and around most of the soprano notes from the super-reliable Lisa Carol (Bla-la) there was a percussive surrounding crackle: not hit-tech at all, and eventually numbing to the ear - which was why I gave up early. If the price of hearing an expansive Glass concert is deafness for the next few concerts, it is too high.

David Murray

Plato's Cratylus knew that far from being able to step into the same river twice, one could not step into the same river once. He eventually settled on moving his finger in response to everything. A measure of Cratylus's view is essential for enjoying Robert Strauss's *The Hypochondriacs* at the Citizens Theatre, Glasgow. Without it, the evening becomes frustrating and pointless: intellectually vibrant but theatrically dull.

Strauss's expressionist play relies on the notion that anything can mean anything: time becomes elastic, and lives have purpose only in relation to others. Strauss wrote the play when he was 26; it belies its 1972 premiere, seeming much more from the 1930s. The play marries magic realism to a form of implausible logic, a meeting of Ginter Grass and Wittgenstein.

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Music/Andrew Clements

Tippett's Fifth Quartet

The Lindsay Quartet's recital on Saturday was originally planned to launch the Sheffield Chamber Music Festival for 1992. But the group's leader Peter Cropper was taken seriously ill several months ago, and the bulk of the festival (focusing on British works) has had to be postponed until next year. Happily, though, Cropper's recovery allowed the first concert at least to take place, and with it the first performance of Michael Tippett's Fifth Quartet, commissioned by the Lindsay for the occasion.

The whole programme had been shaped around the premiere. It was introduced by a *Pastorale* to welcome Sir Michael

Tippett by Christopher Brown, 87 bars woven out of Tippett fragments and quotations from Purcell, together with three of Purcell's string fantasias, played with exquisite poise and intensity. Then there were two fascinating revivals of quartets by Tippett's teachers at the Royal College of Music during the 1930s - R. O. Morris's three *Consoni ricercati* were dry, over long exercises in imitative counterpoint (Tippett observed after the performance that perhaps he should have given Morris some lessons) but Charles Wood's Third String Quartet was a likeable piece of late romanticism, with firm feet in the quartet language of Brahms and Dvorak, and a sweet tooth

for morsels of Irish folk song.

The Lindsay played both magnificently, with a confidence and grasp of idiom remarkable for works so far outside the regular repertoire. Their playing of the Tippett too was astonishingly assured: its considerable problems of balance and co-ordination seemed perfectly mastered. The new quartet is cast in two movements, the first a sonata-form mosaic of fast and lyrical sections, the second a slow meditation interrupted by fantasia-like dances.

There are thematic links with Tippett's major scores of the 1950s - Geraint Lewis's programme noted pointed out connections with material from

The Mask of Time and *New Year* - but its roots seem to stretch back much further into Tippett's writing for strings. The first movement seemed the less convincing of the two, short on distinctive ideas and perhaps over-extending its material. But in the second the juxtaposition of rapt untethered lyricism in the first violin's high-lying, unaccompanied rhapsodies with the crystalline rhythmic shapes of the Purcell-inspired dances conjures up memories of Tippett's *Corelli Fantasia* from the mid-1950s, if without ever quite attaining that work's level of profundity or transcendence.

On repeated hearings the first movement may well gain more coherence and identity.

As Tippett's debt to Beethoven in his quartet writing becomes ever clearer (the second movement here is based on the great *Adagio* of Op. 132) so the full implications of his abstract designs become more elusive. The seemingly innocuous intent of many of the components should not be taken at face value. His dramatic writing has become more increasingly emblematic; perhaps his instrumental writing has acquired the powers of suggestion and ambiguity lacking there.

Crucible Studio Theatre, Sheffield; sponsored by Kershaw Tudor. Repeat performance on 23 May

Opera/Andrew Clements

Zaide

Zaide is not really an opera by Mozart at all, finished or unfinished, but the title bestowed by a Viennese publisher on the collection of 15 numbers written to texts by Johann Andreas Schachtner in Salzburg in 1780. There is no surviving dialogue or scenario to connect up Mozart's sequence of arias and ensembles, and attempts to associate the two-act plan with any pre-existing *Stagespiel* plots set like *Zaide* in a Turkish harem have all failed. It remains an intriguing torso with decent though largely unremarkable music. The two short melodramas are the most interesting feature of the score, suggesting Mozart may have been trying them out as an alternative to dialogue or recitative and perhaps that he abandoned the project because he was dissatisfied with the result.

The New City of Birmingham Touring Opera *Zaide*, directed by Graham Vick, is being given in the version that the late Italo Calvino made for the Musica nel Chiostro Festival at Battignano in 1981. The set pieces are delivered in their original German, and around them a modern-day narrator (using William Weaver's Hupfeld English translation) elaborates a plot, setting up the characters, and leading them along the story line implied by the

original texts. Only then does Calvino begin to tease and pick at the threads of the narrative, opening out its possibilities. The action is stopped, reversed and run through again from a new perspective, finding the right dramatic context for each number, until there is a maze of pathways and the final quartet can settle in its own comfortable niche.

Vick directed the Battignano premiere (which was brought to the Old Vic for three performances later the same year). His new staging is played out on a single set by Paul Brown which faithfully reproduces the clutter of the narrator's shabby room. It is unfussy without extraneous detail; everything is focused upon Calvino's dramatic framing and sleights of hand, and the scrupulous presentation of Mozart's music. That is conducted by Simon Halsey with a period band, and could have been delivered with more energy and panache. The singing, though, is generally first-rate: Jane Leslie Mackenzie seizes upon *Zaide*'s arias with clean, confident attack; Iain Paton is forthright in the music for Gomatz. There is a suitably bustling Solist from Anthony Roden, eye-rolling Osman from Peter Snipp, and cloudy-toned Allazim from Mark Holland.

James Maxwell is the narrator, a sorcerer's apprentice who only just keeps control of



Janet Leslie Mackenzie (*Zaide*), Mark Holland (*Allazim*) and James Maxwell (*Narrator*)

his creations; he makes the most of the moments when Calvino's text takes flight and evokes the orientalism of the harem in luminous imagery.

Then this *Zaide* seems most perfectly poised between the enigmatic classicism of Mozart's fragment and the delicate labyrinths of this most elegant

of 20th-century writers.

Colmers Farm Leisure Centre, Birmingham; on tour until 30 May

Theatre/Andrew St George

The Hypochondriacs

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FINANCIAL TIMES

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Monday May 11 1992

Earth Summit gets earthy

THE IMMINENCE of the Earth Summit in Rio de Janeiro, now only three weeks away, is beginning to focus political minds, though as in all gatherings of this kind, the preparatory process is degenerating into last-minute horse-trading rather than promoting well-considered harmony. The question is whether the resulting compromises will damage Rio's prospects, or save it from the shambles which many people fear it could become.

Recent days have brought some progress on two important fronts. The conclusion over the weekend of a draft treaty on measures to protect the world climate should pave the way for action on greenhouse gases, one of the most serious environmental threats now facing the world. Similarly, the agreement by members of the World Bank to beef up the Global Environmental Facility (GEF) - a special fund to help developing countries protect the environment - provides the basis for the financial commitments which should be one of the key results of Rio.

There is an unmistakable air of political compromise over the climate treaty. The original intention to bind the signatories to reducing their greenhouse gas emissions to 1990 levels by the year 2000 has been watered down to a statement that such an aim would represent "an appropriate signal". This is a disappointing retreat for a document that will be central to the Rio agenda. It also marks the failure of the industrial countries to persuade the US to drop its opposition to specific emission reduction deadlines, and thereby their inability to put up a united front at the summit. This will tarnish the example they hoped to set there to win the support of the rest of the world for action to clean up the environment. However, the alternative - risking a boycott by President Bush - would have been even more damaging.

Full representation

It is essential to the success of the already fragile Rio agenda that the world's largest polluter, and its largest provider of financial resources, should be fully represented there.

There will be widespread disappointment, particularly in the

Third World, over the decision to revamp the GEF as a Rio vehicle because of its link with the rich country-dominated World Bank. But other options, notably the new Green Fund proposed by many developing countries, would merely add to the proliferation of international agencies and waste the experience acquired by the GEF. The accusation of exclusivity frequently levelled at the GEF is to be countered by throwing it open to universal membership.

Unrealistic expectations

Yet to be resolved is the question of how much money should be committed to the GEF at Rio. Unfortunately, the Rio secretariat has raised expectations to unrealistic levels by referring to the \$100bn and more that will be needed each year to fund a Third World clean-up. Actual commitments are likely to be only a tiny fraction of that sum. Moreover, it is important that the various agreements that do come out of Rio ensure that green aid is properly targeted and not swallowed up by an ineffective aid machine.

The task of the Rio organisers in the few weeks that remain is to ensure that the world develops realistic expectations for the event. Although there is undoubtedly mounting global concern for the environment, the preparatory process has exposed deep divisions about the nature of the threat and the remedies required - between rich and poor countries, green lobbies and industry, and even among the industrial countries. It would be wrong to expect Rio to produce hard and fast solutions; positions among participants are too far apart for that. It may not even produce large sums of money. But it is beginning to acquire some momentum. Its success may have to be measured principally in terms of the political commitments which are made there and the strength of the machinery which it creates to hold participants to their pledges.

Only a week ago, there was a danger that Rio would convene with nothing on the table. That will not now be the case; the next fortnight may even produce a second treaty. The task ahead is huge, and at least this is a start.

Reform of the pension funds

THE MAXWELL scandals have left millions of members of occupational pension schemes wondering just how safe their pensions are, and many thousands facing actual poverty. It was a theme which dominated the annual conference of the National Association of Pension Funds last week.

Battles may lie ahead. A survey by the 100 Group of finance directors suggested that companies will fight for the right to continue to claw back at least part of scheme surpluses for their benefit.

Some would say that it is time to draw up a radical agenda. Already the role of occupational schemes has shrunk. NAF members schemes cover no more than 7m employees, against the more than 14m who have started personal pension plans within the past few years. Now that scheme membership is voluntary many pensions managers are disappointed in their ability to attract the support of new recruits.

Perhaps the fraudulent disappearance of money will prove a very rare phenomenon (though the Maxwell case is unique only in its size) but millions of scheme members regularly, if undramatically, lose through poor transfer values and the reluctance to protect benefits against inflation. Indeed, the current phenomena of scheme surpluses and widespread company contribution holidays can be said to relate very largely to the failure to maintain benefits in real terms. Many employees might be better off with low-cost company-sponsored personal pension plans which could be transferred from one job to another.

Nevertheless, it is right that the state should intervene to draw up some tighter rules. Occupational pension schemes are not simply exercises in corporate charity and paternalism, they are aspects of employee benefit strategy which

exploit generous tax reliefs. In exchange, the government is entitled to be confident that, at the very least, it will not be faced with huge compensation demands. More generally, it needs to be confident that schemes are run fairly.

A first priority is to provide for the safe custody of funds. Some kind of insurance or compensation scheme must also be developed in case things still go wrong. These may prove costly measures, but they cannot now be avoided.

Trustees' powers
Second, pension fund trustees must be given broader powers and responsibilities to ensure fair treatment of beneficiaries. At present, they can do little more than apply often inequitable rules laid down by the employers. Already the government has been forced to legislate to ensure fairer transfer terms and protection against inflation, but more is required.

Third, there is the controversial matter of the ownership of so-called surpluses. These have arisen basically because during the 1980s dividends rose faster than employee earnings, but this is no longer true. During the 1970s, many schemes actually went into substantial deficit, and companies argue that if they are expected to top schemes up in hard times they must also be permitted to benefit at least indirectly from surpluses when they occur, otherwise schemes will be allowed to become chronically underfunded. However, it might be possible to approach this problem by laying down minimum funding standards, which will in any case be required if scheme benefits are to be insured.

By moving carefully in these directions it ought to be possible to preserve the bulk of the occupational pensions sector while improving the security of members. The balance of advantage must to some degree shift from final salary schemes towards money purchase arrangements which impose an extra investment risk upon the scheme members but avoid the problems of surpluses and inequitable distribution of benefits. They are, indeed, only one step removed from personal plans. Events have made fundamental reform inevitable.

When Larry Mason tore up his suburban roots back east and set out for the vast green forests of America's Pacific shore, he was following an imperative as old as US history: go west, tame the land, and make your fortune.

And Mr Mason did just that, in a modest way: he set up in business as a sawmill owner in the remote little logging community of Forks, a scruffy scattering of bungalows and mobile homes amid the wooded mountain slopes of Washington state's Olympic Peninsula.

Over 20 years, Mr Mason, whose luxuriant moustache, coarse-cut beard and beady eyes give him a passing resemblance to a 19th-century pioneer, built up a company with annual sales of \$3m, employing 40 people.

But today the sawmill is shuttered and Mr Mason's life is in ruins, casualties of a new and very different American national imperative: to save the continent's remaining flora and fauna, which are increasingly endangered by economic development.

Mr Mason's particular nemesis is *Sequoia occidentalis*, alias the Northern Spotted Owl, a shy, retiring bird that inhabits what remains of the ancient forests which used to blanket the coastal north-west.

The Northern Spotted Owl was declared a threatened species by the US Fish and Wildlife Service in July 1990 and this, coupled with a tangle of legal cases, over its protection, has brought logging to a halt in the vast tracts of western forest owned by the federal government.

The result: a sharp reduction in western timber production; national lumber prices at record levels; ruin for the Larry Masons in dozens of rural communities from California up to Washington; and a triumphant environmental movement.

The human cost of protecting man's feathered friend is all too visible in Forks, which lies a three-and-a-half hour drive east of Seattle beyond the serenely beautiful Olympic National Park. Unemployment, marital strife and children's behavioural problems have risen sharply in past few years, while house prices have plummeted to 1978 levels. "The environmentalists," says Mrs Patty Vaughan, a local teacher, "have destroyed many people's lives."

There is also a psychological price. Lumberjacks used to be regarded as the archetypal American macho male heroes. Suddenly, says Mr Mason, who now runs a local timber lobbying group, "they're being told by the press they're forest rapers, one step above child molesters."

Industrial decline is always painful, but what makes the Pacific timber workers particularly angry is the fact that they are casualties not of broad, comprehensible economic forces beyond anyone's control, but of strict US environmental legislation, which implicitly favours plants, animals and fish ahead of human endeavour.

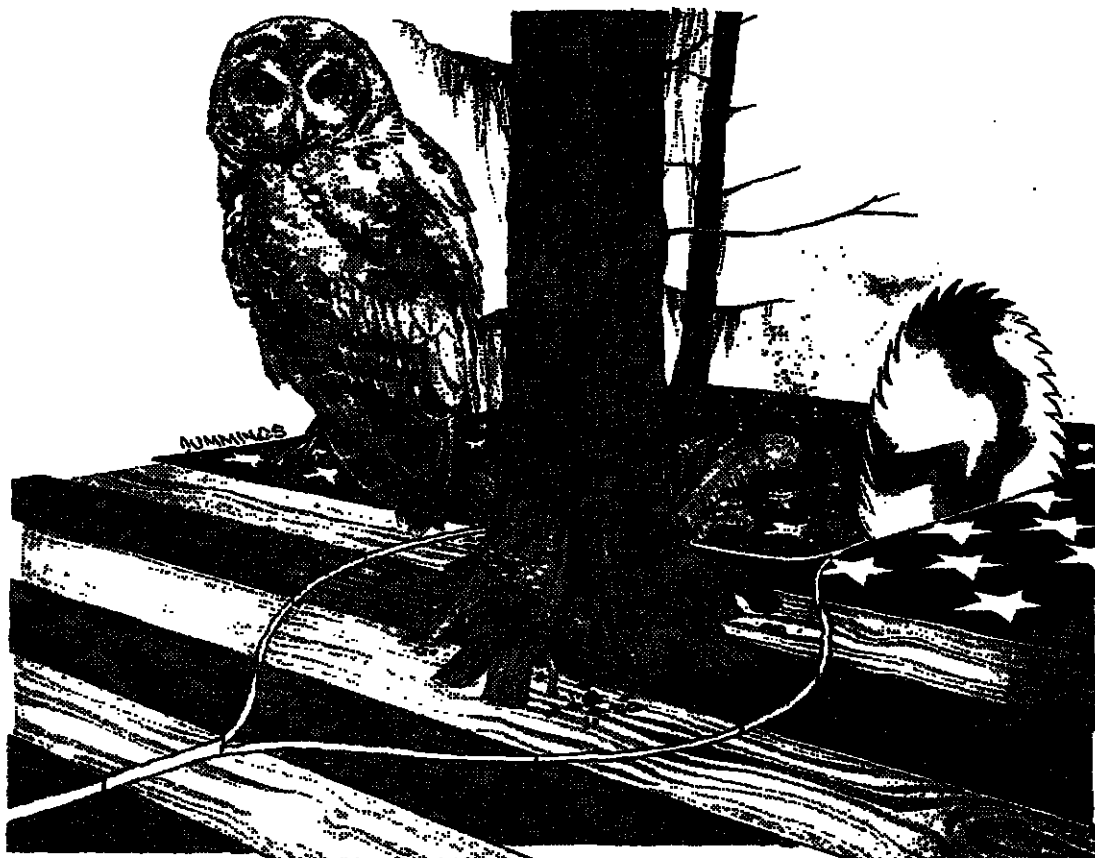
The protection of the Spotted Owl is by far the most sweeping application yet of this legislation, and the case has sparked off a national furor over how to strike a sensible balance between economic progress and environmentalism.

This will reach a new pitch next week when Mr Manuel Lujan, the US interior secretary, publishes two rival proposals for owl conservation, one of them preserving timber jobs at the expense of owl habitat.

With so many developed countries grappling with similar issues, the debate has universal lessons. So

The US is striving to find a sensible balance between economic progress and environmentalism, writes Martin Dickson

Competing claims of man and nature



too does the fact that the owl controversy is fuelling a nascent backlash among US consumers and corporations against what critics of the environmental movement say is its uncompromising idealism.

Or, as an embittered Larry Mason puts it: "Those guys are out of their minds. They think the government can shoot the cow and still get the milk."

The battle has its origins in 1973 when Congress, in a fit of environmental penitence, passed the Endangered Species Act. This obliged the federal government to monitor the nation's wildlife and maintain lists of species deemed to be "threatened" or, more seriously, "endangered" with extinction.

More than 800 species and subspecies have been listed since then by government agencies, including such exotics as the Puritan Tiger Beetle and the Oregon Silverspot butterfly and the (now extinct) Dusky Seaside Sparrow.

In each case, the government is obliged to designate "critical habitats" vital for the creature's conservation and produce plans to help its numbers recover. Many environmentalists believe the legislation is a model for the rest of the world.

However, the law excludes any consideration of economic factors (other than a little-used appeal mechanism which permits a team of federal government ministers -

known as the "god committee" because of its power of life and death - to exempt specific projects). This fact was brought home forcefully in the late 1970s, in the celebrated case of the Tennessee snail darter, a three-inch fish with a fondness for devouring snails, which was found at the site of a \$100m dam construction and listed as endangered.

Work on the dam ground to a halt. The owners fought the case up to the Supreme Court, which declared that Congress's aim in passing the act had been to prevent the extinction of a species, irrespective of the cost.

The dam was eventually built, thanks to special legislation exempting it from the act, but the legal groundwork was laid for a larger clash over the Spotted Owl.

Environmentalists adopted the bird in the 1980s as a surrogate for a much larger concern - the rapid depletion of the "old growth" forests of the north-west under the loggers' saws. "Old growth" means areas that have never been harvested, containing trees hundreds of years old, making up a forest with a many-layered canopy. They are distinct from "secondary growth" - reforested areas of much younger, more uniform trees.

The environmentalists argue that huge swaths of old-growth forests must be preserved, both for aesthetic reasons and because they comprise a unique ecosystem, supporting a huge variety of wildlife that does not survive well in areas of secondary growth. The Spotted Owl, labelled an "indicator" species for the health of old forests, is said to need a variegated canopy to hunt effectively.

The environmentalists also argue, with justification, that the forest industry's method of "clear-cutting" - removing all the vegetation in a logging area - creates soil erosion and chokes fishing streams.

Since virtually all the old growth on private land has already been logged, the battle has centred on the vast tracts of woodland owned by the federal government and managed principally by the US Forest Service.

This agency, which is required to manage its lands for "multiple use", has come under increasing criticism from conservationists for being hand-in-glove with the timber industry, by both selling lumber at less than market prices and allowing too many trees to be felled.

With the listing of the owl, logging has halted on Forest Service lands while rival plans are put forward for the bird's preservation. Some of these would ban timber harvesting across 6m acres -

roughly equivalent to 10 per cent of the British Isles.

The timber industry argues that this is far too much, and points out that about 3m acres of old growth are already permanently set aside in areas such as national parks, which are out-of-bounds to logging. It asks: just how large a "nature museum" does the US need? The environmentalists reply: a very large one, to preserve the delicate ecosystem.

Yet much remains unclear about the fundamentals of the ecosystem. There is controversy, for example, as to whether the Northern Spotted Owl is a distinct sub-species from its common cousin, the Californian Spotted Owl. Even the theory that the Spotted Owl is an indicator species for old-growth forests is disputed by the timber industry, which points out that many of the birds nest happily in the secondary-growth trees which they are supposed to hate.

Many of those nesting trees are on private forest land, and that causes big headaches for the owners because the Endangered Species Act requires them to create a large "no-logging" zone around every owl residence.

As a thick, dour report from the Forest Service puts it: "The set of factors affecting long-term viability of the Northern Spotted Owl are complex and not precisely known."

The competing claims of the two sides raise issues not only of fact but also of national policy. Yet critics point out that the Endangered Species Act, with its worthy insistence on restoring every species, irrespective of the cost, refuses to acknowledge that tough trade-offs have to be made between economic development and conservation.

Nor does it provide any compensation for property owners who suddenly find themselves out of pocket because of conservation moves - a situation that underlies much of the growing anti-environmental backlash. Says Mr Lynn Michaelis, chief economist of Weyerhaeuser, one of America's biggest forest products companies: "If society wants to save the Spotted Owl, that's fine, but it mustn't impose an implicit tax on private landowners by taking away their right to manage the land and not compensating them." Compensation, he adds, would have the further advantage of making environmental trade-offs more explicit.

Next week, the interior secretary will produce a recovery plan for the Spotted Owl, as he is required to do by the Endangered Species Act. It is likely to entail the loss of at least 30,000 jobs in the north-west.

Troubled by this, Mr Lujan will also offer Congress the option of passing legislation which would exclude the owl from the Endangered Species Act and merely preserve its numbers. This would sharply cut job losses to about 15,000. This plan is reported to include reducing the owl's protected range which might allow a resumption of logging on the Olympic Peninsula and to the north-east of Seattle.

Coincidentally, the Endangered Species Act is itself up for re-authorisation by Congress in October. But in an election year in a country where urban conservationists vastly outnumber those making their living from the land, the politicians can be expected to proceed on both issues about as fast as Utah's endangered Kanab Amphibian. Even if it did move quickly, it would be years too late for the Larry Masons of the west.

On Tuesday, the FT starts weekly coverage of the European Court of Justice. Robert Rice reports

Marketplace law and justice for all

When the European Court of Justice in Luxembourg ruled in 1990 that a British Act of Parliament could be suspended until the question of its compatibility with European Community law had been tested, it brought home to the British people the supremacy of EC law over English law.

That case - which involved a challenge by Spanish fishermen to the UK government's attempts to prevent them fishing in British waters - made clear to everybody what Lord Denning, the former Master of the Rolls, recognised in 1974 that "the Treaty [of Rome] is like an incoming tide. It flows into the estuaries and up the rivers. It cannot be held back."

That EC law takes precedence over national law has long been apparent, but what has been less appreciated is the crucial role that the European Court of Justice (ECJ) has played in shaping the rules and regulations which govern the Community and the wider European marketplace.

The task of interpreting this growing body of law falls to the ECJ and its sister court, the Court of First Instance. Brussels looks to the ECJ to ensure the even-handed implementation by EC states of internal market legislation. Member states, individuals and companies look to it to check the growing power of Brussels, to review the legality of acts and decisions of the European Commission and the Council of Ministers, and to goad them into action where they have neglected their obligations under the Rome Treaty.

The Court's role is central to the

Community's well-being. And yet it remains the quiet man of the Community's institutions. Europeans still confuse it regularly with the European Court of Human Rights in Strasbourg and the International Court of Justice in The Hague.

In the 1980s and early 1970s it was widely seen as the only Community institution which functioned efficiently. In a creative period spanning 15 years, during which the fundamental principles of the direct effect of Community law and its primacy over the national laws of the member states were established, the Court was willing to, and did fill, the vacuum created by the inaction of the Commission and the Council. Since the end of the 1970s the

The Court's role is central. And yet it remains the quiet man of the EC's institutions

Court has been noticeably less activist, primarily because it recognises that the other Community institutions are now operating more effectively. But its role in shaping and interpreting EC law has not diminished.

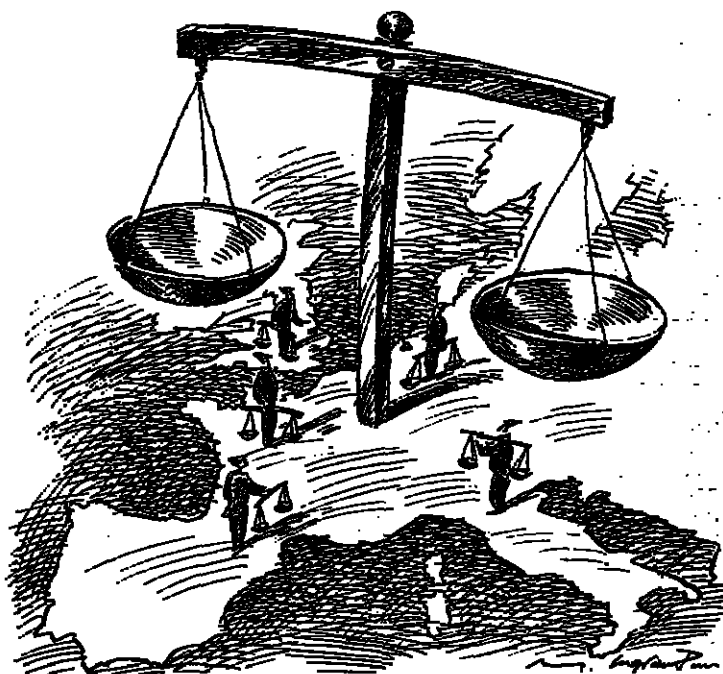
Lord Slynn, Britain's Judge in Luxembourg until March this year, wrote recently of the important developments made by the ECJ over the past decade. On the procedural level, he said it had developed its jurisprudence to cover the European Parliament; ruled that national courts have an obligation to give effective remedies to com-

plaintants under Community law no less favourable than those available under national law, recognised in the landmark *Francovich* case last year that there is a right to compensation for EC citizens injured by a member state's failure to give effect to Community law obligations; and ruled that administrative agencies as well as courts must give precedence to Community law.

There had also been fundamental developments in substantive law. Lord Slynn said. The ECJ had made great strides towards the elimination of sex discrimination in the employment and pension fields. In the 1990 *Barber* case the Court ruled that men and women should receive equal pensions as well as equal pay for equal work, and that individuals have an enforceable right to non-discriminatory benefits even though national legislation may exempt pension schemes from the equal pay laws. The Court had also ruled out discrimination on the grounds of nationality so far as students and workers are concerned; and developed rules relating to competition.

The ECJ's impact on the day-to-day operations of companies doing business in Europe has been no less important. The opportunities offered to business by European integration are immense. But to take full advantage of a wider European market characterised by the European Economic Area, and closer trading links with the countries of eastern Europe, companies need to understand the rules and regulations of the marketplace.

This week, to reflect the vital role the Court will play in creating a framework for business in the single European market, the FT is



launching a weekly column covering developments in Luxembourg. This year alone, in just three areas - competition, state aid to industry and anti-dumping laws - the ECJ and the Court of First Instance (CFI) have handed down a number of important decisions affecting business.

In cases involving 14 PVC manufacturers, the CFI found that the procedure followed by the Commission in deciding to fine the companies for operating an alleged cartel bore so little resemblance to the requirements of its own procedural rules that it should be treated as never having been made. The Court's criticisms were so far-reaching that they could result in many other decisions taken by the Commission over the past 35 years also being treated as invalid. The judgment opened up the possibility of several appeals, particularly by companies fined in the past for breach of EC competition rules.

In the state aid field, the short-cut procedure adopted by the Commission in investigating the allegation

of an illegal state payment by the British government to British Aerospace when it bought the Rover car group gave the ECJ the chance to set out the proper procedures to be followed by the Commission in such matters. The Court ruled that the failure of the Commission to take evidence from Rover and BAE had deprived both of their right to be heard. It set aside the Commission's decision to order BAE to repay £33m to the UK government.

The new column, to be written by the barristers of Brick Court Chambers, Brussels, will appear every Tuesday when the European Court is sitting. The FT is making this commitment to coverage of the ECJ because it recognises the increasing importance of EC law. As Ferdinand Mount says in his book, *The British Constitution*, now, the Spanish fishermen's case reinforced "the dawning awareness that the European courts, gradually, informally, but ineluctably, are themselves coming to make up a loose-knit sort of supreme court for us."

From design studio to new car showroom

Kevin Done examines the evolution of R&D at Ford Europe

The restructuring of Ford Europe's research and development operations announced last week goes to the heart of its efforts to regain a competitive edge in the fierce battle for European car market leadership.

The US car maker's record loss in Europe in 1991 - the worst financial performance among the big six European car makers - has been a bitter pill for a company which led the west European car market in the mid-1980s and which prided itself as the European industry's most efficient volume car maker.

To revive its fortunes, Ford has launched an optimistically titled "drive for leadership" campaign. High on the agenda is the implementation of so-called "simultaneous engineering" in the reform of product development.

Simultaneous engineering seeks to bring together design and manufacturing engineers to work in a project team (instead of their working in sequence and passing responsibility down the development line) so as to improve the speed, efficiency and quality of the complex process of developing a new vehicle.

To this end, Ford has embarked on a controversial programme to concentrate - by the end of 1994 - all its R&D activities at two sites at Daimler, Essex, in the UK, and at Merckel, near Cologne in Germany, in place of the present six locations, four in the UK and two in Germany.

The plan will transfer several hundred jobs from the UK to Germany - and a few from Germany to the UK - as Ford seeks to overcome the competitive disadvantages of having vehicle development and engineering split between two countries.

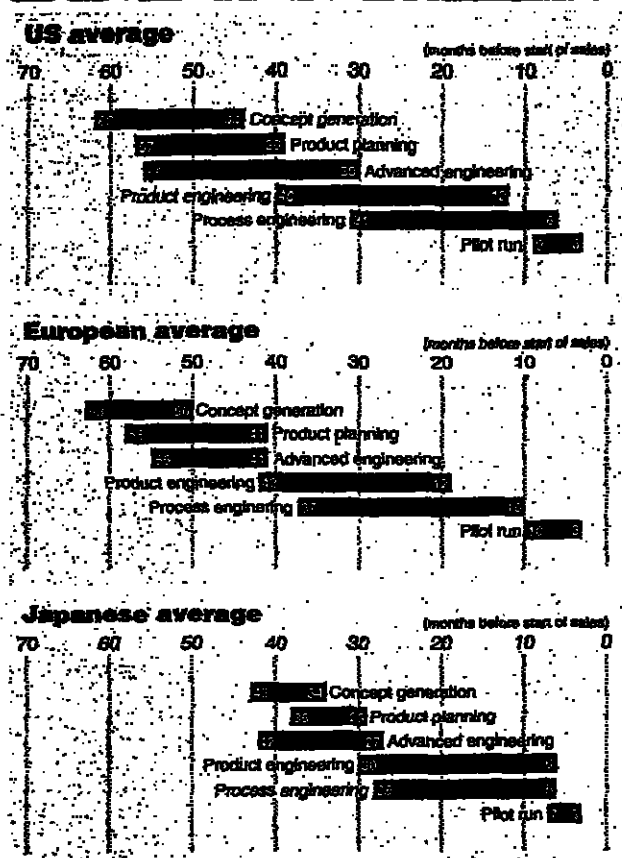
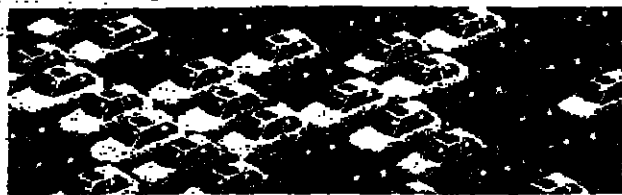
UK trade unions are preparing to fight the proposals, which they claim will transfer core engineering skills from Britain to Germany. Ford insists that more than half its R&D effort will remain in the UK.

Much of the analysis of European and US car makers' shortcomings in the battle against their Japanese rivals has focused on the relative efficiency and productivity of their assembly and manufacturing plants.

Increasingly, however, attention is switching from the manufacturing process to design, development and engineering.

"Unless we can manage more product programmes faster, at lower cost and with lower investment, we will not be competitive," says Mr John Oldfield, Ford Europe's vice-president for product programmes, vehicle engineering

The development challenge



Source: Product Development Performance by Kim B. Clark and Takahiro Fujimoto, 1991

and design. Mr Oldfield's concerns are underlined by a recent study by Mr Kim Clark and Mr Takahiro Fujimoto, professors at the Harvard Business School and Tokyo University, which identifies gaps in lead time and engineering productivity between Japanese and western car makers.

The study finds that "the average Japanese firm has almost double the development productivity and can develop a comparable product a year faster than the average US firm". On average, Japanese car makers needed 1.7m engineering hours to develop a standard car compared with 3.2m hours in the US and 3.0m hours for a European volume car maker.

According to Mr Oldfield, US and European car makers still take up to five years to develop a new car. "The Japanese have about a three-year development cycle and the best Japanese are even a little better than that. We have not started on that route. We have not yet delivered a major programme in three years, but we now have some on the books."

between 20 and 30 jobs will be moved from Germany to the UK. MSP, the British industry and services union, claims that another 200-400 jobs could be moved by 1994. Ford says that no more transfers are planned.

The movement of engineers between the UK and Germany is Ford's attempt to make the best out of a less than ideal situation. If it was starting afresh, Ford would undoubtedly locate all its R&D effort at one site in one country to gain the full advantages of simultaneous engineering.

"If two sites are better than six why not one instead of two," says Mr Oldfield, posing the question that has worried the UK trade unions.

"We looked at the option of a single site, because many of our competitors have this already," admits Mr Oldfield, "but it is impractical. We have too much invested in the UK and in Germany in people, skills, experience and facilities. We could not contemplate the cost and disruption of going to a single site."

Instead of the single site solution, which would have provoked an outcry from the unions and government in the UK - or in Germany - Ford of Europe is seeking to consolidate different areas of a vehicle's development either at Daimler or at Merckel.

At those sites will be gathered not only the design engineers and the manufacturing engineers, but also the support staffs, purchasing engineers, financial and quality control specialists.

At Merckel, for instance, Ford is concentrating body engineering - responsible for the body structure and all sheet metal parts - while at Daimler the vehicle interiors will be developed including instrument panels, mechanisms, seats, paint, trim and plastics. Basic engines will be developed in Germany. The UK will have engine systems, performance, economy and emissions development - and electronic engine management systems.

"After all these moves the balance of activities will still be close to 50/50 between the UK and Germany," says Mr Oldfield. "You cannot achieve simultaneous engineering by telephone or video-conferencing."

In the UK, Ford is planning to move 1,200 engineering staff by the end of 1994 from satellite operations at Aveley, Basildon and Dagenham to the main R&D site at Daimler, where the total workforce will be increased to about 4,500.

In Germany, some 1,300 staff are to be relocated to Merckel, chiefly from Ford's Niehl Cologne car plant, bringing the total at the site to 3,500.

Controversially, as part of the restructuring about 300 jobs are to be transferred from the UK to Germany, while

LETTERS TO THE EDITOR

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Right place for locating EuroFed

From Mr Wayne D Gant.

Sir, The debate over the location of the proposed European Central Bank will likely get nastier before it is resolved. As a visitor to the financial centres of Europe, I see obvious reasons why the bank ought to have its headquarters in London or Frankfurt. The other contenders are lightweight. Either the Germans will prevail because of the sheer size of their economic clout, or the bank could move to London to ensure even-handedness.

London would be a great choice since a German will likely be the first chairman. This compromise would protect the integrity of the ECU and D-Mark. So, two points for the Germans.

Seen from across the Atlantic, London appears neutral. I cast my vote for London as the premier European financial centre and home for the ECB.

There is another consideration. A good international bank needs a cadre of financiers, economists and civil servants. London is presently the home of one of the global centres of economic learning - the London School of Economics. The LSE already supplies monetary priests to the US Fed, the Bank of England and, probably, the Bundesbank. What better way to guarantee the necessary human capital to assist the new bank than by placing it in the Olympia & York Canary Wharf tower and by allowing the LSE to move into County Hall.

Wayne D Gant, senior vice-president and chief economist, ESSENCES/Johnson Lane, 945 East Pacer Ferry Road, Atlanta, Georgia 30328, USA

Language is vital in links with Japan

From Mr Horst G Krenzler.

Sir, I read with great interest the special report (April 25) on Japanese language and business courses organised in the UK for business executives. We certainly share the view that participation in business-oriented intensive language courses constitutes an efficient and vital prerequisite for the staff of companies which intend to build and maintain long-term commercial links with Japan. I would, therefore, like to draw your attention to a European Community initiative which pursues the same objective and which is open to the participation of UK companies, together with those of other EC member states.

Launched in 1979, the Executive Training Programme consists of a 12-month intensive Japanese language course in Tokyo followed by a six-month placement with a Japanese company, supported by other activities, such as seminars and plant visits. A large element of the cost of the programme is borne by the Commission of the European Communities.

Since the ETP's inception, more than 400 intensive Japanese language courses have been completed by the programme and more than 80 per cent of them are now playing a key role in the management of their companies' commercial relations with Japan. Horst G Krenzler, director-general, Commission of the European Communities, Rue de la Loi 200, B-1049 Brussels, Belgium

Assessment of teachers a PR gambit

From Mr Bradley Sweet.

Sir, Central government has ordained that over a period of two years, all teachers must be assessed. Similar practices in

EC in danger of endorsing obstacle to airline competition

From Mr Richard Branson.

Sir, Prof Doganis (Personal View, April 29) performs a valuable service by highlighting the potential benefits of competition among airlines, especially from new entrants. A glimpse of the wastage which accumulates in the absence of competition was revealed by British Airways in 1989 when, despite a remarkable sudden productivity improvement of more than 50 per cent starting in 1979, it admitted that it still had to charge 25 per cent more than newer British airlines. That is a completely unnecessary burden of several million pounds every day upon businesses and individual travellers.

Even with the benefit of fares 25 per cent higher than needed, some European airlines need subsidising. Prof Doganis lists four Government subsidies to airlines as a prodigious waste of money. Immense savings in travel costs are waiting to be realised once the barriers to competition from new airlines are removed. But this is not happening, despite Prof Doganis' optimistic claim that European air transport will be largely liberalised by January 1993. Removing some old anti-competitive rules achieves little if passengers remain captives of the same old high-cost airlines. The principles of competition

as set out in the Treaty of Rome would do the job if applied to aviation. In particular, there is an urgent need for a sustained systematic attack on so-called grandfather "rights" which form a highly effective obstacle to new airlines, especially when used to govern access to essential facilities such as arrival and departure slots at the airports used by most passengers. Without competitive slots, no airline can be fully competitive, yet these privileges are currently allocated on the irrational basis that previous possession of these profit opportunities entitles the holder to first claim upon them, forever.

Instead of scrapping this obstacle to effective competition, the European Commission appears to be in grave danger of endorsing it. It is to be hoped that the imminent UK presidency will come just in time to stop this myopic retrograde step, and instead will open real competition. When it does, it will convert European aviation into an efficient industry, and save the businesses, citizens and taxpayers of Europe a prodigious amount of money.

Richard Branson, chairman, Virgin Atlantic Airways, Ashdown House, High Street, Cranley, W Sussex RH10 1DQ

Allies, not members

From Mr Bryan Cassidy MEP.

Sir, Mr Anthony Kinch is wrong to claim that "Tory members of the European parliament are... joining the Christian Democrats" (Letters, May 2). We are joining the group of the European People's party (Christian Democrats and allies) as allies in the same way as former French president Giscard d'Estaing has done.

While I accept that the name "People's party" sounds odd in English ears, because of its loony left echoes, the group of the EPP, as it is generally known in the European parliament, is the only convincing counter-balance to the largest group in the European parliament - the Socialist Group in which the 45 British Labour MEPs have a commanding voice.

The alliance of Conserva-

tives with the EPP had the blessing of Mrs Thatcher when she was leader of the Conservative party and has the blessing of Mr Major as well. Indeed, but for Chiddingfold's relationship with Chancellor Kohl, the alliance could not have been sealed.

The advantage for the EPP in having 32 British and two Danish Conservatives will be a more serious and disciplined approach. Unfortunately, the EPP has too often been weak because its members lack discipline. Their absence from crucial votes has, on occasion, unnecessarily handed victory to the left in the European parliament.

Mr Kinch's suggestion that the EPP expects British Conservatives "to stand as Christian Democrats at the next European election in 1994" is absolute nonsense. Bryan Cassidy, European Parliament, Constituency HQ, The Stables, White Cliff Gardens, Blandford, Dorset DT11 7BU

EC must press Greece to recognise Macedonia

From Vuko Tashkovich.

Sir, Today, Greece wants to eradicate the Macedonian name and relegate it to the history books. Greece encompasses more territory than ever before. It has achieved its policy of expansion by exploiting the temporary weaknesses of its neighbours over time and annexing territories with the help of the west. This is allegedly done in the name of "Greek democracy". In 1912 and 1913, both during and following the Balkan Wars, Greece seized Thessaloniki from Turkey, annexed Crete and absorbed a large part of coastal Macedonia.

Macedonia is the name of a geographical region that belongs to all peoples. Today, the former state falls under the national boundaries of three different countries. To the north is the independent Republic of Macedonia where southern Slavs have lived for 1,400 years. To the south is the northern part of Greece and to the east live the Bulgarian-Macedonian people. Throughout the centuries, the region of Macedonia has maintained its own name.

The Greek government does not have a copyright on the name of Macedonia. Nor does Greece have the right to start changing the names of other cities around the world.

In ancient times, the Greeks

Pensions can and should be insured

From C.H. Armitage.

Sir, Mr Nunnally, chairman of the Institutional Fund Managers' Association (Letters, April 16) has stated that it is neither sensible nor practicable to insure against the loss of funds in his members' care.

Having invested pension fund monies one ought to be able to expect that they are repaid on demand plus or minus investment returns. But this is not the case with all association members. They do not admit liability to return monies lost other than through their own negligence. If Mr Nunnally's members are incapable of guaranteeing the return of funds in their care, then they should insure the risk. With the will it can be arranged; catastrophe insurance provides cover for large sums and the loss of pension monies is no different.

He cannot have it both ways: either his members do the job for which they are paid and look after funds entrusted to them, or they obtain insurance cover. But whichever, he should get on with it and stop evading the issue.

C.H. Armitage, 46 Burlington Avenue, Reus, Surrey TW9 4DH

France can bank on it

From Mr Aurian de Maupou.

Sir, I was surprised to read that Chiddingfold no longer has any bank branches ("The battle for Midland", May 1). Venansault, in Vendée/France, with the same size population as Chiddingfold and situated six miles from its county town, has two thriving sub-branches of the Crédit Mutuel and Crédit Agricole.

The Crédit Agricole agency is open all morning Tuesday to Saturday (closed Sunday and Monday). It is staffed by two men equipped with two computer terminals who have been there for years and know all their customers not only by name but often by account number and personal circumstances. And there are even chairs for queuing customers.

Are these reasons why Crédit Agricole is the largest bank in France and one of the leading banks worldwide? Aurian de Maupou, 2 Bishops Close, Chiddingfold High Road, London W4 4JA

The Paris club

■ If the Governors of the big central banks can use their regular monthly meetings at the Bank for International Settlements in Basel to get to know each other socially, why can't the other ranks do the same?

It seems that some of them are planning to do just that, but in less formal surroundings. Observer hears that the top economists of the Bank of England, the Banque de France and the Bundesbank have decided to break with tradition and inaugurate regular get-togethers. Mervyn King, André Léard and Ottaviano Delors are kicking off with a cosy dinner in Paris tonight.

Of course, there is a fairly heavy menu. The trio will be debating the outlook for German interest rates after last week's German public sector pay deal. Additionally, they will be discussing prospects for harmonising the central banks' monetary policy instruments ahead of moves towards monetary union.

If they have any time over fruit and cheese, they might get around to discussing the chimeric question of where the European central bank should be sited. Naturally, the Bundesbank's leaning is keen on Frankfurt, while the Bank of England's King has a sneaking suspicion that Bonn might be the compromise candidate to back.

New Scotsmen

■ Lomrho's Tiny Rowland deserves to be congratulated for selling George Outram to the existing management. The ownership of Scotland's top newspaper, the Glasgow Herald, is back where it belongs - in Scotland.

The price - around 20 times earnings - sounds a lot, but Lomrho is selling a quality asset at the bottom of a recession, and a couple of years from now, Outram's profits could easily have doubled.

Lomrho could probably have got more for Outram if it had auctioned it more aggressively. But then the Scots wouldn't own it.

Now that Scotland has regained ownership of one of its national assets, it will be interesting to see whether the real control passes into the hands of Edinburgh's financial mafia, or whether Outram's new owners will demonstrate a more independent streak. If the Independent can pick German-born Sir Ralf Dahrendorf as its chairman, surely the new team at George Outram doesn't have to insist on having a Scotsman as chairman.

Hard landing

■ Older Hungarians may find the news that BA is taking an acquisitive sniff at Malev, their national airline, quite quaint. A few years ago one of the self-deprecating jokes which sustain Hungarian morale ran:

"How do you catch a Malev flight?"
"Oh, just buy a plot of land, and wait."

Solley on pools

■ Whatever happened to Stephen Solley QC? He is the lawyer who represented Victor Gray, alleged owner of the Savings and Investment Bank, the Isle of Man's most famous collapsed bank. Gray got off as did Solley's recent clients in the Titagarth Jute and Barlow Clowes cases. With a record like that, and the current boom in white collar



"I'm concerned that we may be peaking too early"

crime, surely Solley can't be short of money?

However, last week he was complaining on TV about delays in the speed with which barristers are paid and now Observer finds that Solley has been moonlighting as a freelance travel writer. He has just finished a guide book to French hotels with swimming pools.

Early days yet, but it could turn out to be the standard reference work on this specialist subject and it is certainly more readable than the likes of Weinberg and Blank on Take-Overs and Mergers. However, Solley is not yet ready to abandon the bar. "Getting people off complicated fraud charges was considerably easier than getting this book produced", complains the author.

Official dumping

■ Oh dear, has anyone else spotted that two identical versions of the Maastricht Treaty are now on sale in Her Majesty's Stationery Office? One is in the familiar A4-sized rough blue paper-covered format produced

by HMSO. It is priced at £13.50. The other is a smarter official EC production, complete with glossy medieval map of Europe on its cover, and priced at just £5.50.

This latest piece of unfair competition has already been spotted by Labour's Lord Bruce of Donnington. "I have no doubt it is the result of a massive subsidy from EC funds - they are never checked", he tells me. "I think it's horrific, but I'd bet not more than three ministers, if that, have read this document - at any price."

A bit rich

■ The Sunday Times still can't make its mind up whether the Queen is Britain's wealthiest person. In its latest list of Britain's 300 richest people, the Queen comes out on top with £55.5m. But this is in her capacity as head of state which is pretty meaningless.

If she is counted as a private citizen, like the rest of the bunch, she slips to number 16 in the narrow, and if rival estimates in the Economist magazine are to be believed, she would only rank as the 150th richest person. It would make more sense if the Sunday Times did the same with the Queen as it has done with Michael Ashcroft and Peter de Savary and dumped her from the list to save future embarrassment.

Estimates of her wealth as just as unfathomable.

Bushwagged

■ Latest barbed joke doing the rounds of Washington's political salons. George Bush is blaming the Los Angeles' riots on the failed policies of the strikers.

Which strikers does he mean - the 1960s and L.B.'s Great Society - or the 1860s and the freeing of the slaves?

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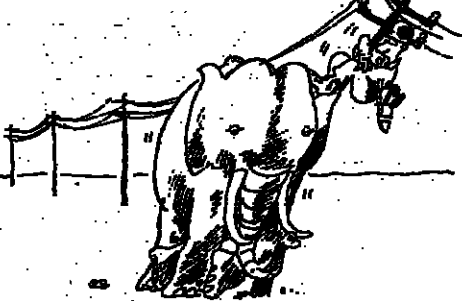
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INSIDE

Maddox close to announcing purchase

Mr Hugo Biermann's recently listed Maddox group is expected to confirm this week that it is on the verge of making its first UK acquisition and is planning several more. The South African-born entrepreneur, who sold the mini-conglomerate Thomson T-Line to Ladbroke for £180m (\$320m) in 1988, three years after buying it for £800,000, is at an advanced stage of talks to acquire a privately-owned cable systems company for around £15m. Page 20

Ambitions in Canada



Mr Jean Monty, Bell Canada's chairman, is determined to prove that a medium-sized telephone company can expand and prosper among the giants of the international telecommunications industry. But Mr Monty recognises that Bell has its limitations in trying to compete with such giants as AT&T, British Telecom and NTT. "You can't go after an elephant by punching him on the nose," he says. Page 21

Brakes on Pirelli

Pirelli Tyre Holding, the Dutch-listed tyre-making arm of Italy's Pirelli group, saw annual net losses widen to £151m (\$275m) in 1991 from just £19m in 1990. The downturn was caused by difficult conditions on most world tyre markets, reorganisation costs in Europe and the US, and a downwards revision in the market value of Pirelli Tyre's 5 per cent stake in Continental, its German rival and one-time takeover target. Page 21

Success for fund managers

Fifteen months ago Murray Johnstone, the Glasgow-based fund management company, presented an unhappy spectacle. It had been forced to admit failure in its attempt to find a partner who would buy part or all of the company and help it move into a bigger league among fund managers. Now Mr Nick McAndrew, the managing director, is cheerful and positive as he ticks off a list of recent successes. Page 20

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Robert Taylor on problems arising from Sweden's lending in the 1980s State steps in to avert crisis in financial sector

SWEDEN'S centre-right government may be committed to a sweeping privatisation programme. Yet the crisis within the banking system has reached such proportions that the state has been forced to intervene directly to secure the future of Nordbanken, the country's second largest commercial bank.

The magnitude of the bank's problems forced the government to step in last Friday with a pledge of SKr20bn (\$3.3bn) for guarantees, loans, or capital injections "to restructure the bank and help stabilise the country's banking system."

Mr Björn Wahlström, Nordbanken's chairman, underlined the severity of the bank's plight when he warned that mounting credit losses would have made it impossible for the bank to achieve the 8 per cent minimum capital adequacy ratio set out by the Bank for International Settlements.

Nordbanken, in which the state already has a 77.3 per cent stake, is not alone in its problems. After the deregulation of Nordic financial markets in the 1980s, and the lifting of controls on lending, the banks scrambled for customers - in some cases paying little attention to their credit worthiness.

The boom and subsequent collapse in Swedish property prices exacerbated the problem for the banks, which were last year hit by big credit losses.

Total credit losses for Sweden's financial institutions in 1991 climbed to SKr48.1bn, nearly three times the 1990 figure. According to Mr Anders Sahlen, head of the country's independent Bank Supervision Board, further financial support will be needed to save other banks in difficulties.

1991 results

Swedish Banks			
OPERATING PROFIT (LOCS) SKr bn	PROVISIONS SKr bn	1991 PROVISIONS AS % OF TOTAL LOANS	
S-E Banken	2.3	4.8	1.5
Gota Banken	(2.1)	3.8	4.6
Nordbanken	(5.8)	10.5	3.9
Svenska Handelsbanken	2.8	3.2	1.1
Forsta Sparbanken	(5.5)	5.7	n.a.

The new government has already been forced to help rescue Firsta Sparbanken, the Swedish savings bank, while Gota, one of the larger commercial banks, is being taken over by Trygg Hansa SPP in order to bolster confidence in the bank's financial position.

In the autumn the state had to provide a guarantee for Nordbanken's SKr5.2bn new share issue. This, though, proved insufficient to meet its needs.

The country's leading private banks - Skandinaviska Enskilda Banken and Svenska Handelsbanken - believe they are put at a competitive disadvantage by the state's intervention. Both have been hit by credit losses but are in stronger positions than others in the sector.

Swedish banking shares dropped sharply last Friday. However, as there is no bank industry rescue fund such as the one in Norway, bankers accept that the government had little alternative but to support Nordbanken.

Nordbanken has suffered the heaviest credit losses. Last year it reported a loss of SKr5.8bn, the biggest in Swedish banking history, following credit losses of SKr10.5bn. At the end of last month, the bank's board recognised it had no alternative but to turn to its largest shareholder - the state. The state will acquire the outstanding 22.7 per cent, including a 12.6 per cent stake owned by Nobel Industries, the Swedish chemicals group, for SKr21 per share at a cost of SKr2bn. In addition the government will provide SKr20bn for a restructuring of the bank.

"It is shocking that the taxpayers must pay but we were obliged as a shareholder to act", admitted Mrs Anne Wibbe, the finance minister.

The state-controlled bank has faced strong criticism in the past. Soon after its creation, when PK Banken agreed to pay SKr5.8bn to acquire Nordbanken, a regional commercial bank, soaring credit losses led the Swedish government to dismiss the bank's chief officers and most of the board.

Last year, the new management implemented rationalisation measures in an effort to stem the financial deterioration. However, as the Swedish economy continued to suffer from a recession, these measures proved insufficient and the situation shows no signs of improvement.

Nordbanken forecasts credit losses of SKr4bn for the whole of 1992.

Under the latest plan, the bank is to be divided into two businesses. A finance company - Securum - will be created, containing Nordbanken's outstanding non-performing loans and other assets totalling SKr6bn, as well as the administration of a large property portfolio.

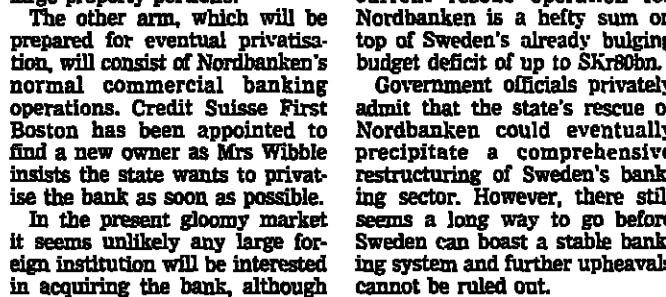
The other arm, which will be prepared for eventual privatisation, will consist of Nordbanken's normal commercial banking operations. Credit Suisse First Boston has been appointed to find a new owner as Mrs Wibbe insists the state wants to privatise the bank as soon as possible.

In the present gloomy market it seems unlikely any large foreign institution will be interested in acquiring the bank, although there was widespread speculation earlier this year that it might merge with the Gota group. But as Gota is being taken over by Trygg Hansa SPP, this solution appears less likely.

The cost of pulling the whole of the Swedish financial system out of its present difficulties looks like being a high one for the long-suffering taxpayer.

The cost to the state of the current rescue operation for Nordbanken is a hefty sum on top of Sweden's already bulging budget deficit of up to SKr80bn.

Government officials privately admit that the state's rescue of Nordbanken could eventually precipitate a comprehensive restructuring of Sweden's banking sector. However, there still seems a long way to go before Sweden can boast a stable banking system and further upheavals cannot be ruled out.



EBRD brings banks into east European lending

By Sara Webb in London

THE European Bank for Reconstruction and Development (EBRD) has for the first time brought in commercial banks as participants on one of its loans to an eastern European borrower.

The \$60m loan, to Polska Telefonia Komunikacji, a Polish joint venture set up last year to build and operate a cellular telephone network in Poland, marks the EBRD's first success in promoting an eastern European borrower on the international public loans market, an important development in its aim of attracting private capital for the region.

The bank - which is looking at several more potential loans - says its priority is to concentrate on financing joint ventures with western European partners at first, although it hopes to encourage indigenous corporate borrowers to tap the international loans market eventually.

This year, the bank expects to lead about Kencbn (\$1.25bn) to eastern European ventures, although it stresses that its aim is "to mobilise additional capital" from commercial banks rather than merely put up its own funds.

"Our strategy is to lend to commercial projects in countries where commercial banks are reluctant to lend," said Ms Noreen Doyle, the recently-appointed head of syndicates at the EBRD.

She said the EBRD wants to do project-linked loans and longer-term financings, although she warned that lending for certain projects could be hampered by the fact that many of the eastern European countries lack the necessary legal framework to satisfy commercial bankers. "Project financing requires an infrastructure which doesn't exist" in many of these countries, she said.

The EBRD signed its \$60m (Scu47.1m) seven-year loan agreement with the Polish telephone venture PTK last November, and it has now syndicated \$20m of the deal to four European banks - Crédit Lyonnais, BNP and Société Générale de France and Internationale Nederlanden Bank (formerly NMB Postbank).

The EBRD is conferring its "preferred creditor status" on the deal in order to encourage the commercial banks to participate. This means that if there is insufficient cash to pay all creditors, the preferred creditors come first.

Ms Doyle stressed that without the participation of the EBRD in the deal, the four commercial banks would probably not have lent. Normally French banks must make provisions against loans to the eastern European and Commonwealth of Independent States, but with the EBRD as a lender, the banks will be exempt from this condition.

PTK is a joint venture between the Polish telecommunications network operator, France Telecom Mobiles International (a subsidiary of the French national telephone company), and Ameritech International of the US.

Midland argues that the two cases are quite different since Hongkong Bank has already put in its bid and is a 15 per cent shareholder, while Lloyds is a direct competitor.

Last night Lloyds strongly denied it had leaked information to the press or that it was running a dirty campaign to destabilise Midland. "We have apologised for the leak and it certainly didn't come from us, since it does us serious harm. We are at least as annoyed about it as Midland is," a Lloyds spokesman said.

Midland is understood to have been particularly upset by implications in the leaked material that it might need fresh capital after the merger. "We are more strongly capitalised than Lloyds," a Midland spokesman said.

He accused Lloyds of skirting over UK competition issues by stressing in its draft submission the possible problems of Hongkong Bank after Hong Kong returns to China in 1997.

THE European Community's economic and finance ministers have just spent the week-end in Oporto, Portugal, discussing growth, budgets and employment in the EC.

But although they heard a progress report on moves towards economic and monetary union, there was no critical evaluation of the EC's blueprint for Emu and the implications that it might have for the economic well-being of the community. This is a pity, because, five months on from last December's Maastricht summit, the EC's Emu treaty is coming under increasingly sceptical scrutiny among policy makers and analysts.

Interest in the possible negative consequences of Maastricht is also growing on the other side of the Atlantic. Indeed, the US administration may yet use perceived defects in the treaty to reinforce its criticism of Europe's slow growth at the Group of Seven world economic summit in Munich in early July.

Last week, Mr Erik Hoffmeyer, the Danish central bank governor and current chairman of the EC central bank governors' committee, lifted the lid on some worries about Emu preoccupying EC policy makers.

The Emu provisions of the Maastricht treaty were, he said, "weaker than appropriate". Giving the City University Business School's prestigious Maitz lecture, Mr Hoffmeyer specifically criticised the skewed relationship between monetary policy making, which under Emu will be handled by an independent European central bank, and fiscal policy, which will remain the responsibility of 12 national decision making units.

Similar worries have been expressed by Professor Peter Kenen of Princeton University in a paper first published by the Group of Thirty, the Washington-based think-tank of eminent persons from finance,

Policymakers take a long hard look at Emu

business, policy making and academia around the world.

The Maastricht blueprint, says Professor Kenen, is "imperfect and incomplete". The fiscal provisions are too narrow, and pay insufficient attention to the need for the Community to fashion a suitable fiscal stance for Europe as a whole. In addition, he argues that the mandate of the planned European central bank is too restricted and that it should be involved in prudential supervision to safeguard the stability of the EC's financial system.

He observed the Emu negotiations at first hand while holding a six-month Bank of England fellowship. His criticisms therefore have some claim to be taken seriously. He is also concerned that:

- Greece, Italy and Portugal could face real problems meeting the economic convergence requirements for Emu.
- Emu could make it harder for the G7 countries to agree policies affecting exchange rates, so leading to volatility in exchange rates between Europe, the US and Japan.
- The preconditions for joining Emu that relate to exchange rates and long-term interest rates are of little practical use, and
- There could be problems before the new European central bank establishes its counter

upwards from March's 4 per cent rate when the retail prices index for April is published on Friday.

But some are now warning that the rise will be more than a blip, and that Mr John Major's boast of last year that inflation in Britain was "ticked" will turn out to have been premature.

One inflation bear is Mr Peter Warburton, chief economist of Robert Fleming, a monetarist whose views are treated with respect by senior Treasury officials. Mr Warburton believes that the annual rate of RPI inflation could be 4.8 per cent on Friday (against the consensus view of 4.4 per cent) and that inflation will then move erratically upwards to 5.8 per cent by the end of the year and 6.2 per cent in March 1993.

Mr Warburton argues that the non-traded goods and services sectors will experience a new inflationary upsurge once monetary policy is eased. He believes fiscal indiscipline has stacked up inflationary pressures in the public sector. Capacity destruction during the recession will have limited the scope for non-inflationary growth.

Concentration of market share among a few large retailers and lack of competition among utilities also bode ill for falling inflation.

He also believes commodity prices will be less likely to stay low, especially in the food sector.

Admittedly, this is just one man's view and much will depend on the pace of UK recovery. But Mr Warburton's warnings merit some attention, if only because last week's cut in base rates to 10 per cent anticipated an uneven decline in UK inflation to the end of the year.

*Emu after Maastricht by Peter Kenen, \$20 plus \$3.00 p&p (\$4.50 outside the US), from The Group of Thirty, 1990 M Street NW, Suite 450, Washington DC 20006, USA.

Pilkington to put £40m into Polish glass plant

By Clive Cookson, Science Editor

PILKINGTON, the UK glass group, is preparing to invest £40m (\$70m) to help build Poland's first float glass plant. The deal would represent one of the largest investments so far by a foreign company in Polish industry.

Pilkington and its Polish partner, the state-owned Sopotnia Glass Maker, started serious negotiations after signing a letter of intent in December 1990. The talks are now close to completion.

The UK company expects to take a stake of about 40 per cent in the venture, which is likely to cost £100m altogether. International development agencies, including the London-based European Bank for Reconstruction and Development, will also make a substantial contribution.

Pilkington showed its interest in the Polish market last week when it announced a much smaller deal to buy 45 per cent of International Glass Poland, a sales and distribution business.

This will enable it to sell float glass imported into Poland from Pilkington plants in western Europe, until the new factory is ready - probably in 1994.

Until now the Polish industry has used the antiquated sheet glass manufacturing process, which has been superseded in the west by float glass technology developed by Pilkington in the 1950s. Only float glass achieves the quality required by the western construction and car industries.

These Debentures have not been registered under the Securities Act of 1933 and may not be offered or sold in the United States absent registration or an applicable exemption from the registration requirements. All of these Debentures having been sold, this announcement appears as a matter of record only.

U.S. \$135,000,000

The Interpublic Group of Companies, Inc.

3% Convertible Subordinated Debentures due April 1, 2002

Issue Price: 77%

Goldman Sachs International Limited

J.P. Morgan Securities Ltd. BNP Capital Markets Limited

County NatWest Securities Limited Daiwa Europe Limited

Lehman Brothers International Lombard, Odier International Underwriters S.A.

Merrill Lynch International Limited Morgan Stanley International

UBS Phillips & Drew Securities Limited

April 1992

COMPANIES AND FINANCE

An improving performance that lifted everyone's tails

James Buxton on the much happier frame of mind at Glasgow-based Murray Johnstone

FIFTEEN months ago Murray Johnstone, the Glasgow-based fund management company, presented an unhappy spectacle.

It had been forced to admit failure in its attempt to find a partner who would buy part or all of the company and help it move into a bigger league among fund managers.

Even allowing for the uncertainty then prevailing because of the Gulf war, the company was not presenting either a confident or coherent picture of where it intended to go next. Mr Nick McAndrew, the managing director, was then fidgety and gloomy as he expounded the situation.

Now Mr McAndrew, a 57-year-old former managing director of NM Rothschild, is cheerful and positive as he ticks off a list of recent successes for Murray Johnstone. For example, whereas in February 1991 he was lamenting that the £30m (£130m) under management by Murray Johnstone International, its US-based subsidiary, was too little to be profitable, today MJI is announcing a jump of \$150m in its funds under management taking them to \$550m.

Looking back, he says: "The six months we spent looking for a partner in the second half of 1990 helped us decide what we wanted to do and we then set out to do it."

That meant tightening up the management of the different sectors of the business and giving them a clearer focus. A number of senior executives left and coupled with the arrival of a new computer system Murray Johnstone's payroll fell from 300 to about 250.

The core of Murray Johnstone is its pension fund management business, which, including MJI, accounts for half the £34m it has under management. There are also a number of investment trusts, accounting for £900m. The four main ones, led by Murray International Trust, between them own 70 per cent of the fund management company. There are also exempt funds and unit trusts, as well as a venture capital operation, and a personal asset management business.

It was partly the weakness of the pension fund management business which led to the loss of self-confidence which inspired Murray Johnstone to put itself on the market in mid-1990 - an initiative that was disastrously timed because it was almost immediately followed by Iraq's invasion of Kuwait. Poor pension fund performance since 1987 had caused the departure of a series of pension fund clients.

In the summer of 1990 Mr McAndrew brought in Mr Giles Weaver as investment director from London, where he had successfully run Prudential's pension business. He began reorganising the UK pension fund business, both by improving communications with pen-

lowed by Iraq's invasion of Kuwait. Poor pension fund performance since 1987 had caused the departure of a series of pension fund clients.

In the summer of 1990 Mr McAndrew brought in Mr Giles Weaver as investment director from London, where he had successfully run Prudential's pension business. He began reorganising the UK pension fund business, both by improving communications with pen-

"A lot of our success is due to marketing and looking after clients, as well as performance", says Mr Michael Palett, of MJI. "We operate from Chicago. The carpet bag approach of visiting British fund managers is not good any more."

sion fund consultants and trustees, and by re-positioning the different funds in the market.

"The advantage of Giles Weaver was that being new to Murray Johnstone he didn't have friends there. So he could make unpleasant decisions very quickly," says someone at

a rival fund management house.

Yet between 1990 and 1991 the value of pension funds under management fell by four per cent and the number of clients dropped from 43 to 34. Although the performance of the funds has improved substantially over that period Murray Johnstone's pension business is suffering from two problems.

First, there is almost always

stone this record is still cloudy.

Secondly, a number of clients were lost because some funds under management were reorganised or reassessed following the takeover or merger of the companies they served. Unfortunately for Mr Weaver this process could not be disguised because new clients were not being taken on.

"We're marking time," says Mr Weaver. "Because of the way the business works it could be a year before we start winning new business on a large scale."

In other parts of Murray Johnstone, success is more obvious. In investment trusts the company last year successfully launched a new trust, Murray Split Capital, and recently won a beauty parade to manage the European Project Investment Trust.

The four main investment trusts recently won a collection of awards from Microcap, the performance analysis concern, for investment performance over the past ten years.

Murray Johnstone's relatively small unit trust sector, which Mr Richard Elliott Lockhart was recruited last autumn from Mercury Asset Management to reorganise, pulled off a coup in February by being the

first unit trust manager to cut initial charges from five to one per cent. Since then more than 6,000 inquiries have come in and many have been converted into sales.

The venture capital sector is now closing its leveraged buy-out fund having used up almost all the £100m raised - it made £17.7m with the flotation of Burn Stewart, a whisky company in which it invested £1.5m in 1988 - and is now launching a new fund, the MJI Private Acquisition Partnership, hoping to raise £100m. Mr Geoff Burns who is in charge believes there will be several new opportunities for management buy-outs and buy-ins in the next few years and notes that several venture capital players have left the market.

Mr Weaver has a simple explanation for the buoyant mood which is evident among senior executives at Murray Johnstone. "It's all down to performance. When your investments are doing well it just lifts everyone's tails."

The company decided the Conservatives would win the general election and invested heavily in the UK market accordingly. "We had sleepless nights for a bit but it all came out right in the end."

Maddox poised to make its first UK acquisition

By Roland Rudd

MR HUGO BIERMANN'S recently listed Maddox group is expected to confirm this week that it is on the verge of making its first UK acquisition and is planning several more.

The South African-born entrepreneur, who made a small fortune in 1989 selling the mini-conglomerate Thomson T-Line to Ladbroke's for £186m, three years after buying it for £800,000, is at an advanced stage of talks to acquire a privately-owned cable systems company for around £15m.

The move will refocus Maddox from a pure distributor of wire and cable by adding the servicing and maintenance of electrical wiring systems.

Mr Biermann is both chairman and largest shareholder of Maddox in which he has raised his stake to 26 per cent. He hopes to buy more privately owned companies over the next six months.

Mr Biermann has a reputation as a shrewd deal maker, but has been criticised in the past for lacking the managerial

back up to run the companies bought.

To try and answer that criticism Mr Biermann has recruited Mr Nigel Smith from Ladbroke as group managing director. He was installed as MD in Thomson T-line when Ladbroke acquired the mini-conglomerate in 1989.

Maddox, which acquired its listing in March, has two main businesses, Cables and Flexibles, a UK distributor which Mr Biermann bought back from Ladbroke last year, and Southeast Electrical Corporation in the US. The group has decided to expand its UK business first.

Mr Biermann believes the liberalisation of telecommunications will offer his company further opportunities in laying cables for new competitors to BT in the UK, while simultaneously expanding on the continent.

Cables and Flexibles recently bought a UK company, Cablelink, whose Belgian subsidiary has won orders with several telephone companies in the Benelux installing cable systems.

BAA to build £60m operations centre

By Vanessa Houlder, Property Correspondent

BAA, the airport company, has announced plans to build a £60m operations centre for British Airways at Heathrow.

BA has agreed to pay an annual rent of £5.2m on the 200,000 sq ft building, which will be completed in early 1994. The project, which will cost £45m to build, will be handled by Lynton, BAA's development arm.

This is one of the largest pre-let property deals in the UK in the last two years.

DIVIDENDS ANNOUNCED

Company	Dividend	Ex-date	Pay-date
Flaming Far East	1.5	July 6	1.5
Linton Park	10.5	July 21	10.5
Worth Investments	0.1	July 10	0.1

Dividends shown pence per share net except where otherwise stated.

Church & Co in Japanese venture

By Jane Fuller

Church & Co, the shoe maker and retailer, is increasing its interest in Japan by launching a joint venture with two Japanese partners.

The group has been exporting its Northampton-made classic shoes to Japan for nearly 30 years and now sells more than 10,000 pairs a year. It is Church's fourth largest export market after France, Italy and the US.

Mr Tony Gledhill, marketing director, said Church Japan would involve Otsuka Shoe, the group's distributor, and Stock & Zeno, a men's clothing manufacturer. Church would hold a majority stake.

The aim was to develop the Church brand name for classic clothes and accessories complementary to the shoes.

CROSS BORDER M&A DEALS

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Sappi (South Africa)	Hannover Papier (Germany)	Pulp & Paper	£263m	S African breaking out
Joh A Benckiser (Germany)	Coty (US)	Cosmetics	£245m	Pfizer non-core sale
Tyco Toys (US)	Universal Matchbox Group (Hong Kong)	Toys	£75m	Agreed in principle
Waterford Foods (Ireland)	Units of GrandMet (UK)	Dairy products	£57m	GranMet continues Express sales
GN Great Nordic (Denmark)	Rathdown (UK)	Telecoms	£10.8m	Unitelch disposal cuts debt
ISA International (UK)	Datatekvisita (Norway)	Computer services	£1.32m	Cash deal
Aspen Communications (UK)	Veenhuizen Reclame (Holland)	Marketing	£0.76m	Cash deal
Archer Daniels Midland (US)	Ogilvie Mills (Canada)	Food	n/a	Industry integration continues
LAC Steinhilber (Germany)	Unit of Tampella (Finland)	Power supply	n/a	Tampella restructuring continues
Oechsle & International Advisors	Unit of Matsushita (Germany)	Financial services	n/a	Matsushita still slimming

Source: FT Mergers & Acquisitions International

South Africa's international rehabilitation provided last week's largest cross-border acquisition, writes Brian Bollen.

The agreement by Sappi, the country's largest pulp and paper group, to buy a 50 per cent stake in Hannover Papier of Germany, the fourth-largest woodfree coated paper business in Europe, is significant for a number of reasons. Not only is it Sappi's second major step into the international arena in less than two years, but it also marks the first time since financial sanctions were introduced in the mid-1980s that a South African company has used its own paper to finance a large acquisition. Sappi, advised by Morgan Grenfell, says the deal, which is subject to various regulatory approvals, enhances its position as an international forest products group. In future, around two-thirds of group turnover and profits will be generated by exports and from non-South African subsidiaries.

The deal also forms an important early part of Sweden's privatisation programme. Sappi is buying 80 per cent of the stake from Nica, the Swedish state-owned iron-making forestry group which put Hannover Papier up for sale last year. CS First Boston and Handelsbanken Investment Banking advised Nica.

One company's non-core disposal is another's strategic purchase, as illustrated by a number of deals. German consumer products company Joh. A. Benckiser agreed to buy the Coty cosmetics and fragrance business from Pfizer of the US, which wants to focus on the business strategy of its main healthcare operations. UK electronics components group Unitelch sold its Rathdown payphones subsidiary to GN Great Nordic Group, the Danish telecommunications company, as part of its plan to concentrate on its main business in power supplies, connectors and control products.

NATIONAL MINISTRY OF ECONOMY AND PUBLIC WORKS AND UTILITIES

NATIONAL AND INTERNATIONAL PUBLIC BID ON BASE PRICE FOR CONCESSION OF TERMINAL ELEVATORS (under Public Utility regime).

EXTENSION

It is hereby reported to any persons in interested filing tenders for concession of terminal elevators at Quequén Port and Port of Buenos Aires that opening of envelope "A" has been adjourned up to May 18, 1992, at the times as follows:

03.00 p.m.: Quequén Port Terminal Elevator
04.00 p.m.: Port of Buenos Aires Terminal Elevator

Such a ceremony shall take place at the Board Room of Junta Nacional de Granos, under liquidation, located at #367 Paseo Colón Ave., 9th Floor, (1063) Buenos Aires, Republic of Argentina.

ENQUIRY, ACQUISITION OF BIDDING TERMS AND CONDITIONS AND SUBMITTAL OF TENDERS

At the room of the Junta Nacional de Granos under liquidation - Intervention Secretary's Office, #367 Paseo Colón Ave., 9th Floor, (1063) Buenos Aires (Republic of Argentina), from 11.00 a.m. to 05.00 p.m.

SECRETARIAT FOR AGRICULTURE, CATTILING AND FISHING.

THE EARTH SUMMIT

The Earth summit in Rio de Janeiro aims to bring together more than 160 world leaders to discuss the environmental agenda for the future. Clearly, environmental issues continue to impact on everyone's business, governments and individuals alike. On May 29 1992, the Financial Times will publish a survey entitled The Earth Summit which will examine the prospects for the summit, its scope and likely outcomes. This survey will attract widespread interest amongst the Financial Times business readership world-wide for whom environmental issues continue to be of major importance. 42% of Chief Executives in Europe's top companies ranked the protection of the environment among the top three future developments likely to have greatest impact on their business in the near future. If you want to reach this influential audience, call

Alicia Andrews: on 071 873 3565 or fax 071 873 3062.

Data source: Chief Executives in Europe 1990

FT SURVEYS

TO THE HOLDERS OF WARRANTS TO SUBSCRIBE FOR SHARES OF COMMON STOCK OF THE NIPPON SYNTHETIC CHEMICAL INDUSTRY CO., LTD. (the "Company")

Issued in conjunction with the issue by the Company of each of U.S. \$60,000,000 4 1/2 per cent. Guaranteed Notes 1993 with Warrants and U.S. \$100,000,000 4 1/2 per cent. Guaranteed Notes 1994 with Warrants

Notice of Adjustments to Subscription Prices

Pursuant to Clauses 3 and 4 of each of the Instruments dated 27th July, 1988 and 20th December, 1990, respectively, under which the above described warrants were issued, notice is hereby given that as a result of the issuance of U.S. \$100,000,000 3 1/2 per cent. Guaranteed Notes 1996 with Warrants of the Company on 7th May, 1992 with an initial subscription price per share of Yen 560, being less than the applicable current market price per share of Yen 565.70, the Subscription Prices of the above described warrants have been adjusted, respectively, in accordance with Clause 3 of the Instruments with effect from 8th May, 1992 (Japan time), as follows:

Warrants initially attached to Guaranteed Notes 1993	
Subscription Price before Adjustment:	Yen 916.10
Subscription Price after Adjustment:	Yen 840.30
Warrants initially attached to Guaranteed Notes 1994	
Subscription Price before Adjustment:	Yen 972.00
Subscription Price after Adjustment:	Yen 891.50

THE NIPPON SYNTHETIC CHEMICAL INDUSTRY CO., LTD.
By: The Mitsubishi Bank, Limited as Principal Paying Agent

11th May, 1992

\$700,000,000



SUMITOMO BANK INTERNATIONAL FINANCE N.V.

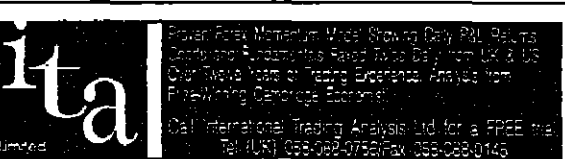
Guaranteed Floating Rate Notes due 2000

Guaranteed on a Subordinated Basis as to Payment of Principal and Interest by The Sumitomo Bank, Limited

In accordance with the Description of Notes and Guarantee, notice is hereby given that the rate of interest for the three months from 11th May, 1992 to 11th August, 1992 has been fixed at 4 1/4 per cent per annum and that the coupon amount payable on Coupon No. 8 on 11th August, 1992 will be US\$107.01 per note of US\$10,000, US\$1,070.14 per note of US\$100,000 and US\$10,701.39 per note of US\$1,000,000.



The Sumitomo Bank, Limited



SHERWOOD GROUP PLC

(Incorporated in England and registered in England and Wales under the Companies Act 1985 Registered No. 1998779)

Introduction to the Official List arranged by Barclays de Zoete Wedd Limited

Following the passing of certain resolutions at the Extraordinary General Meeting of the Company held on Friday 8 May, 1992, the allotment and issue of 82,515,722 Ordinary Shares in connection with a recent 4 for 1 capitalisation issue, the authorised and issued share capital of the Company is as follows:

Authorised	Issued and fully paid
£14,000,000	£10,314,471.50

Sherwood is the holding company of a group engaged in the design and manufacture of lace, bras, lingerie, socks, swimwear, ladies' nightwear and children's wear. Sherwood has production facilities in the UK and Continental Europe and offices in the Far East.

Listing Particulars relating to the Company are included in the Companies Fiche Service available from the London Stock Exchange. Copies of the Listing Particulars may be obtained during normal business hours, up to and including 12 May 1992, by collection only, from The Company Announcements Office, the London Stock Exchange, 48-50 Fishbury Square, London EC2Z, and up to and including 26 May 1992 (excluding Saturdays and Bank holidays) from:

Sherwood Group PLC Nottingham Road Long Eaton Nottingham NG10 2BQ	Barclays de Zoete Wedd Limited Ebbsgate House 2 Swan Lane London EC4R 3TS 11 May 1992	Cooney NatWest Wood Mackenzie Co. Limited 135 Bishopsgate London EC2M 3XT
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NOTICE

to the holders of those of the £75,000,000 7 1/2 per cent. Guaranteed Bonds 1996 of British & Commonwealth Capital PLC (in liquidation) presently outstanding (the "Bondholders", the "Bonds" and the "Issuer" respectively)

NOTICE IS HEREBY GIVEN to the Bondholders that the Proposal (as defined and described in the letter dated 16th April, 1992 (the "Proposal Letter") addressed to the Bondholders by The Law Debenture Trust Corporation p.l.c. as trustee for the Bondholders (the "Trustee")) has become effective, having been approved by all the Bondholders.

Accordingly, with effect from 28th April, 1992, as between the Trustee and the Bondholders and the holders of the interest coupons pertaining to the Bonds (the "Couponholders" and the "Coupons" respectively), Clause 10 of the Trust Deed dated 22nd February, 1989 constituting the Bonds has been amended so that all moneys received by the Trustee which are available for payment to Bondholders and Couponholders are required to be applied by the Trustee in or towards payment pari passu and ratably first, of all principal moneys due in respect of the Bonds and, subject thereto, secondly, of all arrears of interest remaining unpaid in respect of the Bonds. Prior to such amendment, such moneys were required to be applied by the Trustee in or towards payment of all such principal moneys and all such arrears of interest pari passu and ratably.

A first payment in respect of such principal moneys at the rate of 23.057p for each £1 nominal of the Bonds was made on 1st May, 1992. However, it is not expected that sufficient moneys will become available to repay such principal moneys in full, in which event no amount will be payable on the Coupons in respect of arrears of interest. Copies of the Proposal Letter are available for inspection by Bondholders and Couponholders at the principal office for the time being of the Trustee, being at the date hereof at Princes House, 95 Gresham Street, London EC2V 7LY.

11th May, 1992

The Law Debenture Trust Corporation p.l.c.

NOTICE TO NOTEHOLDERS

THE TORONTO-DOMINION BANK
JUNIOR STOCK AVERAGE DEPOSIT
NOTES DUE JUNE 29TH 1994

NOTICE IS HEREBY GIVEN THAT
SUBSTANTIAL TO CLAUSE 6 OF
THE NOTES, THE BANK WILL
REDEEM ALL OF THE NOTES
FOR THE ABOVE PRICE ON
JUNE 29TH 1992

THE TORONTO-DOMINION BANK
LONDON
PRINCIPAL PAYING AGENT

US \$100,000,000

Continental Cablevision, Inc.

Senior Subordinated Floating Rate Debentures due 2004

In accordance with the provisions of the Debentures, notice is hereby given that for the interest period May 11, 1992 to August 11, 1992 the Debentures will carry an interest rate of 8 1/4% per annum. Interest payable on the relevant interest payment date August 11, 1992 will be \$257.65 per \$100,000 and \$2,576.50 per \$1,000,000 of Debenture.

Agent Bank: Banque Paribas Luxembourg Société Anonyme

£150,000,000

Bristol & West Building Society

Floating Rate Notes due 1994

For the three month interest period May 7, 1992 to August 7, 1992, the rate has been determined at 10 1/4%. The interest payable on the relevant interest date August 7, 1992 will be £257.65 per £100,000 and £2,576.50 per £1,000,000 of Debenture.

By: The Chase Manhattan Bank, N.A. London, Agent Bank

May 11, 1992

COMPANIES AND FINANCE

Annual net losses at Pirelli Tyre grow to Fl 511m

By Ronald van de Krol in Amsterdam

PIRELLI Tyre Holding, the Dutch-listed tyre-making arm of Italy's Pirelli group, saw annual net losses widen to Fl 511m (\$275m) in 1991 from just Fl 18m in 1990.

The downturn was caused by difficult conditions on most world tyre markets, recognition costs in Europe and the US, and a downwards revision in the market value of Pirelli Tyre's 5 per cent stake in Continental, its German rival and one-time takeover target.

Pirelli Tyre, which is to omit its dividend for the second year running, said it expected results to reach break-even point during 1992. However, it said it could not say whether this would happen early enough to pull the company out of the red for the full year.

Mr Giuseppe Ferrari, finance director, said Pirelli Tyre, which is 80 per cent-owned by the Pirelli group, had made some headway in the 1991 first quarter. "So far, the results are encouraging, showing that we are improving the situation compared with last year."

In November and December, the company pushed through price increases on the car-tyre replacement markets in Europe and North America, and followed this up in May with rises for truck and agricultural equipment tyres in both these regions.

Sales of original equipment tyres to automotive producers fell in 1991 as a result of sluggish car sales. Overall, Pirelli Tyre's sales eased to Fl 6.1bn last year from Fl 6.2bn in 1990.

Of last year's loss, slightly more than Fl 200m represented losses on normal business operations, particularly in the US, while a further Fl 250m was set aside for restructuring provisions. At the same time, the value of the company's holding in Continental was revised downwards by more than Fl 40m.

The stake, originally seen as a strategic asset in Pirelli's attempt to merge with Continental, is now regarded as a financial asset. Mr Ferrari said the recovery in the tyre industry may, in the medium term, enable Pirelli to recoup some of the costs of its investment.

Taking a provincial telecom into the world market

Bernard Simon looks at Bell Canada's strategy for expanding beyond providing local telephone services

Mr Jean Monty, Bell Canada's chairman, is determined to prove that a medium-sized telephone company can expand and prosper among the giants of the international telecommunications industry.

What it takes, he says, is a careful assessment of strengths and weaknesses.

Bell is Canada's biggest telephone company, with revenues exceeding C\$7bn (US\$5.8bn) a year, profits of almost a C\$1bn in 1991 and over 64,000 employees. Its parent, BCE, also owns 53 per cent of Northern Telecom, the telephone equipment supplier.

Bell-Northern Research, jointly owned by Bell and Northern Telecom, is Canada's biggest privately-owned R&D establishment.

Mr Monty recognises that Bell has its limitations in trying to compete with such behemoths as AT&T, British Telecom and NTT. "You can't go after an elephant by punching him on the nose," he says.

Although Bell's basic telephone business remains confined to the provinces of

Ontario and Quebec, it has recently moved to deepen and broaden its business.

A consortium led by Bell last month bought the Canadian government's controlling interest in Telesat Canada, which owns and operates the country's commercial satellite network.

A reorganisation of Telecom Canada, the domestic long-distance monopoly owned by the nine provincial phone companies, has left Bell as the most powerful shareholder.

Telecom Canada has been renamed Stentor. A senior Bell executive has taken over as president of Stentor Resource Centre, a subsidiary in which the shareholders will pool their national marketing and engineering resources.

BCE, clearly acting as Bell's stalking horse, has acquired a 60 per cent stake and forged a close working partnership with SHL Systemhouse, a data-systems integrator with interests in Canada, the US and Britain.

Bell is also trying to find a way of getting more leverage out of the 22 per cent stake

which BCE has in Telelobe Canada, the company which provides all Canada's overseas telephone services.

A common thread through all these moves is Bell's effort to gain a springboard into the US, from where much of the competition in the Canadian telephone market originates.

Mr Monty says Bell plans to step up pressure on Telelobe to bring down its overseas rates to attract international traffic from US businesses. The alternative, he warns, is for Bell to do a deal with a US company which would bypass Telelobe.

Two of Telesat Canada's satellites have a "footprint" which extends almost to the Mexican border. "There will be 'open skies' in the satellite business in North America," Mr Monty says.

Mr Frank Koelsch, a Toronto telecommunications consultant, concludes: "Bell is trying to put together a very powerful organisation while they still have the strength to do it."

A government proposal to limit foreign ownership of any telecommunications common car-

rier to 20 per cent will also benefit Bell.

Much of Bell's most profitable business is threatened by intensifying competition. While the provincial telephone companies continue to be closely regulated by the government, the market for those who "resell" or share phone services has become a virtual free-for-all.

The bulk of the business previously reserved for Canadian utilities is going to the US. With the help of cut-price resellers, for instance, many Canadian businesses now route their long-distance calls through the US. Some have even moved their data centres south of the border.

The resellers, who buy phone connections at wholesale prices from the telephone companies and then "resell" to big users, have gained a 5 per cent share of Canadian long-distance traffic in the past two years. Bell expects their share to climb to over 10 per cent by 1994. Britain's Cable & Wireless has been among the

most successful in penetrating the reseller market in Canada.

Bell is also facing a domestic challenge. Within the next few weeks, the Canadian Radio-television and Telecommunications Commission is expected to open the door for the first time to competition in domestic long-distance service.

Unitel Communications, a joint venture between Canadian Pacific, the transport conglomerate, and Rogers Communications, the country's biggest cable-TV operator, has been fighting for almost a decade to break the long-distance monopoly held by Telecom Canada.

The problem for Bell and the other provincial phone companies is that, although they have halved long-distance charges in the past four years, these calls still provide a huge subsidy to cheap local services.

All local calls in Canada are free. Although any change would be political dynamite, Mr Monty is hoping that Canadian regulators will allow the phone companies to start charging for ultra-heavy users, such as the tele-marketing companies which use comput-

erised dialling machines.

Bell has also argued that if Unitel is allowed to compete for lucrative long-distance traffic, it should make a contribution towards the cost of maintaining free local calls. Bell has threatened to cut its investment in local services if Unitel is given an unfair advantage in the long-distance market.

The bottom line for Bell and the other provincial utilities, however, is that they must move fast to bring down costs and improve services.

Bell recently accelerated the conversion of its local network to digital equipment. The work is now due for completion by 1994, three years earlier than planned.

A digital network allows the phone companies to offer lucrative value-added features to subsidise the cheap basic service. Among the newest features is one which allows a household telephone to be used as an answering machine. Bell can also programme one telephone to ring in several different tones, depending on which member of a family is being called.

GE Capital takes \$126m BBV stake

By Peter Bruce in Madrid

GENERAL ELECTRIC Capital of the US has paid \$126m for a 1.85 per cent stake in Banco Bilbao Vizcaya (BBV), Spain's most powerful commercial bank. The acquisition is part of a wide-ranging strategic deal which will allow BBV entry into a number of GE Capital's UK credit operations.

In a weekend agreement that finally brought to fruition an idea launched in July, GE Capital has also paid \$24m for 45 per cent of BBV's leasing arm, Finanzia. The Spanish bank, in turn, has paid \$12m for 9.5 per cent of three GE Capital affiliates in the UK: First Personal Bank, First Personal Insurance and First Personal Insurance Brokers.

The deal makes GE Capital the second largest single shareholder in BBV after the Japanese insurer, Nippon Life, with 2 per cent. The US group intends to use its

arrangements with BBV to spearhead a drive into the Spanish and Portuguese markets in leasing and private credit cards, in which it is the world leader.

GE Capital's UK affiliates control a number of prestigious credit card operations, including Harrods and Burtons and, with Finanzia, the two groups plan to create similar business among large Iberian chains. With the entry of GE Capital, Finanzia also plans to enter into project finance - although its objectives still remain undefined - and property finance.

BBV has also spent \$30m buying 20 per cent of GE Capital Corporation of Puerto Rico, where it recently also took over Royal Bank of Canada's banking business. Most Spanish banks have now established a strong presence in Puerto Rico, regarded as a key element in developing offshore business from the US.

Turkey ready to court world's banks again

By Richard Waters

TURKEY is preparing to turn back to international banks for cash for the first time since a disastrous attempt to raise \$200m foundered last year.

Last year, banks were offered a loan margin of 90 basis points (0.9 percentage point) over the London inter-bank offered rate (Libor). "It was at least 40 basis points too cheap at the time," one banker said last week.

As a result, the republic is expected to have to pay significantly more to guarantee a successful deal this time around. It has retained a group of banks to lead the deal, and among them JP Morgan and

Citibank, which will reach agreement on the pricing of the loan by consensus.

Only last week, Turkey offered the equivalent of around 1.8 percentage point over Libor to investors in its first issue of Bn in the Euro-bond market. Bankers said it would probably have to pay even more than that to attract banks to lend it money, given the perceived greater liquidity of bonds compared with bank loans.

Turkey last week narrowly succeeded in achieving investment-grade status when it was awarded a BBB rating from the two leading US rating agencies, Standard & Poor's and Moody's.

US broker fined \$36m

MORGAN STANLEY, the US broker, was fined \$36m on charges by the state of West Virginia that it was responsible for trades that lost millions of dollars from the state's investment fund in 1987, Reuters reports from Charleston.

A spokeswoman for the firm said it planned to appeal. "We expect it to be overturned on appeal," she said.

West Virginia sued Morgan Stanley over about \$40m lost in three deals in which the firm was involved in 1987. Judge

Andrew MacQueen had ruled it owed the state \$32m from those trades, leaving the jury to rule on whether Morgan Stanley was guilty of fraud.

The spokeswoman said the West Virginia Consolidated Fund, involved in the transactions, realised gains of more than \$300m during the period in question, even as it was losing the \$32m.

Judge MacQueen had ruled before the trial opened that those trades violated the Consolidated Fund's guidelines.

The announcement appears as a matter of record only

DM196,200,000

KLM
Royal Dutch Airlines

Debt Facility for a Japanese Leveraged Lease for one Boeing 747-400 Aircraft

Debt Arranger
The Sumitomo Bank, Limited

August 1991

The announcement appears as a matter of record only

US\$48,000,000

IBERIA
Iberia Airlines

Japanese Leveraged Lease for two MD87 Aircraft

Arranger
The Sumitomo Bank, Limited

September 1991

The announcement appears as a matter of record only

US\$35,590,161.03

Tridive Aviation Leasing Services (Jersey) Limited

Supported by
BRITISH AIRWAYS

Debt Facility for a Japanese Leveraged Lease for 3 ATP Aircraft

Debt Arranger
The Sumitomo Bank, Limited

April 1992

The announcement appears as a matter of record only

Yen 70,000,000,000

Bank of Greece

6.4%
6th Series Samurai Bond Issue 1992/1999

Chief Coordinated Company
The Sumitomo Bank, Limited

February 1992

The announcement appears as a matter of record only

CHF 92,500,000

EDP - Electricidade de Portugal, S.A.

Term Credit Facility

Arranger
The Sumitomo Bank, Limited

November 1991

The announcement appears as a matter of record only

US\$135,000,000

ESTUDIO DE CREDITO SPORTIVO
Estudio de Creditos Sportivos

Term Credit Facility

Arranger
The Sumitomo Bank, Limited

May 1991

The announcement appears as a matter of record only

£370,000,000

MEDWAY POWER LIMITED

Project Financing for the development of a 660MW combined cycle gas fired power station on the Isle of Grain, Kent.

Co-Arranger and Insurance Agent
The Sumitomo Bank, Limited

April 1992

The announcement appears as a matter of record only

£28,300,000

COMET PARK HATFIELD LIMITED

A 50/50 joint-venture by
ARLINGTON
KAJIMA
Kajima Europe NV

Limited Recourse Facility in respect of an office development at Comet Park, Hatfield.

Arranger
The Sumitomo Bank, Limited

October 1991

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SANYO

SANYO Electric Co. Ltd
(Incorporated with limited liability in Japan)

¥15,000,000,000
Floating Rate Notes due 1997

In accordance with the Terms and Conditions of the Notes, notice is hereby given that the rate of interest for the period 8th May, 1992 to 14th August, 1992 has been fixed at 5.43 per cent per annum and that the coupon amount payable on Coupon No. 1 on 14th August, 1992 will be ¥146,393 per note of ¥10,000,000.

The Sumitomo Bank, Limited

US CORPORATE BONDS

Treasuries rally may bring new wave of borrowing

THE STRONG performance of the US Treasury market in the wake of last week's quarterly refunding has pushed the yield on the long - 30-year - bond back below the key level of 8 per cent. It could also open the door to a fresh round of corporate fund-raising.

The domestic US corporate bond market got off to a busy start to the year, with more than \$750bn of fresh debt in the first quarter. The pace of activity slowed subsequently, as yields in the US bond market climbed - but last week's rally in the market could bring companies back to the market.

"The 7.9 per cent long bond yield reached in Friday's rally will finish out some more borrowers," forecast Mr Joe MacHale, managing director, capital markets, at JP Morgan Securities in New York.

The calendar of potential issues has been building in recent weeks, according to underwriters. However, a cap on supply was created because US companies were no longer able to meet their funding targets when the Treasury market weakened.

Although other factors, such as the shape of the yield curve and the performance of corporate spreads, are also important in determining borrowers' funding costs, the 8 per cent yield level on the long bond has proved an important psychological barrier for issuers. Most com-

panies are looking at fixed-rate funds. "If you look at rates as far back as 1979, corporate funding rates are currently at the low end of the range," said Mr Bob Scott, head of fixed income at Morgan Stanley.

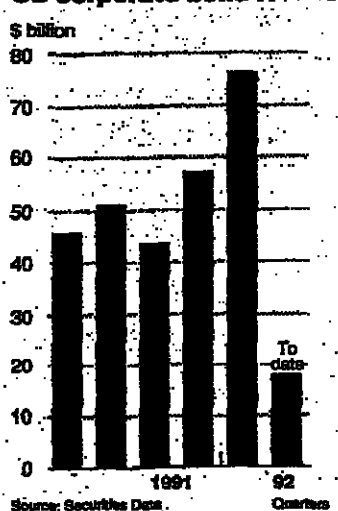
However, borrowers are facing a difficult choice. They are keen to extend the maturity profile of their debt by securing longer-term funding through the bond markets. The difficulties experienced by some companies in rolling over commercial paper have made treasurers reluctant to become dependent on short-term debt.

However, the steep shape of the yield curve means borrowers have to pay as much as four points more to raise long-term, rather than short-term, funds. Short-term rates have reached historically low levels, which many borrowers find hard to pass up.

"If the economy picks up further, more companies will be prepared to make that trade-off," said one Wall Street capital markets analyst.

In addition, many borrowers still believe that US interest rates have further to fall, and are willing to hold on. The same attitude is contributing to a lack of opportunities in the swap market: a lack of fixed-rate payers in the swap market has kept swap spreads very narrow, so post-swap floating-rate funding levels are not attractive.

US corporate bond issues



Source: Securities Data, Co. Inc.

Meanwhile, investor demand remains robust. US institutions have substantial amounts of cash to invest, and, with expectations of 3 per cent to 3 1/2 per cent inflation, continue to take a reasonably positive view of the bond market. Demand is spread across the board, with pension funds, insurance companies, money market and mutual funds all opting for different areas of the yield curve.

Yield spreads have reached historically tight levels, with weaker

credits performing relatively better than stronger credits, reflecting strong appetite for higher-yielding paper. Investors are becoming increasingly comfortable with corporate debt as the US economy emerges from recession, while the process of de-leveraging since the end of the 1980s has improved the credit profile of corporate America. The fresh availability of equity funding has allowed companies to rebuild their capital bases.

US institutions are also extremely sophisticated in their assessment of credit risk, often boasting their own credit research capacity. The nuances between different companies with the same credit rating have become increasingly pronounced.

There has also been a growing distinction between cyclical and non-cyclical companies. Since the start of the year, bond yields of non-cyclical companies have tightened about 10 basis points, while those of companies in cyclical industries have performed even better, partly as a result of their underperformance last year.

US companies rated Triple-B, which would not even be able to gain access to the public debt markets in many countries, can raise 10-year debt in the US corporate bond market at little more than 100 basis points (1 per cent) above the comparable US Treasury yield.

This year, US companies have consistently been able to raise funds more cheaply in the US corporate bond market than in the Euro-dollar bond market, even though underwriting fees in the Eurobond market are substantially lower.

The fall-off in continental European investors willing to pay a premium for household company names, and shifting views on the dollar, have contributed to the Eurobond market's inability to compete with rates offered in the US domestic market. Rather than US companies borrowing in Europe, the trend is likely to be the reverse.

As a result, some European companies may find funding opportunities in the US increasingly attractive. While top-rated European companies, such as British Telecom, still command a premium in the Eurodollar bond market, some lower-rated borrowers may find the US market more receptive. For example, a number of European banks are currently preparing to raise subordinated debt in the Yankee bond market (the US market for foreign borrowers). Subordinated debt is highly prized by banks, since it counts as capital under Basel guidelines. However, European banks have found subordinated debt hard, or prohibitively expensive, to raise in their own markets.

Tracy Corrigan

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Citicorp (off)	150	1994	2	(a)	92.75	Kidder, Peabody Int'l.	-
World Bank (off)	250	2002	10	(f)	100	Salomon Brothers Int'l.	-
Compagnie Bancaire (off)	500	1997	5	(g)	100	J.P. Morgan Secs.	7.250
Banco de Brasil (off)	50	1994	2.5	10	92.50	ABN Amro Bk.	10.200
Br. American Fin. Svcs. (off)	40	1987	5	8	101.50	Goldman Sachs Int'l.	7.625
Banco Citiab (off)	25	1993	1	8	98.850	BNP Cap.Mkts.	9.250
Banco Citiab (off)	25	1993	1	8	98.850	BNP Cap.Mkts.	9.250
Alto Parana (off)	20	1995	2.833	12	98.248	Yamaichi Int'l.	12.750
STERLING							
HMC Mortgage N.S. Plc (off)	140	2034	(d)	(d)	100	Swiss Bank Corp.	-
Housing Finance Corp. (off)	51.5	2016	14.5	11 1/2	105.40	Samuel Montagu	10.734
EuroCoastal Comm. (off)	61.5	2017	15	9 1/2	100.00	Sal. Suisse Fin. Boston	9.787
EuroCoastal Comm. (off)	61.5	1997	5	(c)	100.00	GSN	-
ECU'S							
Johnson & Johnson	150	1997	4.66	9	101.825	J.P. Morgan Secs.	8.587
Cof. Local de France (off)	100	1997	5	8.5	98.40	UBS Phillips & Drew	8.512
Mediastore Gas (off)	110	1997	5	8.75	101.40	Paribas Cap.Mkts.	8.396
Philip Morris Cap. Corp.	130	1997	5	8.25	101.30	Paribas Cap.Mkts.	8.517
Republic of Turkey	150	1995	5	11 1/2	98.378	Paribas Cap.Mkts.	11.550
FRENCH FRANCS							
Credit Lyonnais (off)	25n	1996	4.5	(b)	100.15	Credit Lyonnais	8.425
Compagnie Bancaire	25n	1998	1	10	101.775	Paribas Cap.Mkts.	8.154
SWISS FRANCS							
Helobank Ned. NV (off)	100	1997	-	7	101.825	Swiss Volksbank	6.808
Bayrische Volksbank	70	1997	-	7	102	Wirtz-Privatebank	6.518
BAW Finance NV (off)	50	1994	-	8	101.575	UBS	7.237
Naturspark (off)	75	1997	-	7 1/4	101.82	Credit Suisse	8.825
Guinness Fin. BV (off)	75	1997	-	7 1/4	101.37	SSC	6.782
CANADIAN DOLLARS							
DSL Bank	55	1996	-	7	102.00	Merrill Lynch AG.	6.417
NEW ZEALAND DOLLARS							
GECC	125	1995	3.5	8 1/2	100.825	Wood Gundy	8.182
Desjardins Du Quebec (off)	100	1997	5	9 1/4	101.15	Wood Gundy	8.555
DEMIGRAM DOLLARS							
Telecom Corp. NZ (off)	75	2002	10	9 1/4	100.40	Hambros Bank	9.187
DEMIGRAM DOLLARS							
Dresdner Finance BV	150n	1997	5	11.75	101.70	Banca Com. Italiana	11.287
DEMIGRAM DOLLARS							
YEN	80n	1996	6	4.25	101.45	Yamaichi Int'l.	5.500
Tokayama Soda Co. J.	80n	1996	6	4.25	101.45	Yamaichi Int'l.	5.500
DANISH KRONER							
Nordic Invest. Bk.	300	1996	4	9	101.75	Unibank	8.466
DEMIGRAM DOLLARS							
PESETAS	25n	1997	5	10	101.07	Banco Cent.Hispano	8.720
LUXEMBOURG FRANCS							
Orgen Int'l. Bk. Int'l.	400	1994	2	8.75	102.20	Orgen Int'l. Bk.	8.526
Credito Romagnolo	500	1998	4	8.375	101.875	Barque UCL	8.782

Anthony Harris

Coming in the 1990s: capital famine



DR HENRY Kaufman's departure from Salomon Brothers ended an era in the US bond markets for both of them. Salomon no longer dominates bond trading as it did, and Dr

the "significant submerged risks" which may be involved in swaps. He also points out an economic cost which is generally overlooked. Borrowers who swap into fixed coupon obligations get no benefit from falling market interest rates. This helps to explain why the economic response to cuts has been so disappointing. And it is an important pointer for equity analysts; company accounts are unhelpful about the terms on which money is owed.

Meanwhile, the supervisory authorities are in almost equally bad shape. Kaufman is unmerciful: regulators have habitually missed the point of innovations such as CDs, junk bonds, derivatives, and so on, and so on, and so on. They have protected market imperfections, because these make regulation easier, and so encouraged the innovations they do not understand. When provoked to act, they have been too timid; and they have been backed by politicians, who like easy credit. (This suggests a supervisory argument for central bank independence which is surely more powerful than the usual monetarist case.) Most important, potentially, they have yet to set up a system of international responsibility which could handle a future BCCI.

Kaufman concludes that there is no more outstanding debt, private and public, than the system can handle. The banks will be highly conservative for years to come; governments will be deflating (preferably through defence cuts); and both investment and debt reduction demand a return to basic reliance on equity financing. Especially for new borrowers. But if you accept this, as I do, can you argue plausibly for a boom, even in developed economies, or even simply in equity markets? It seems more likely that for some time any borrower other than an established giant is going to find it next to impossible to finance even promising projects. Even the credit-worthy will practice what Kaufman calls "capital frugality"; for the rest, it looks more like capital famine.

"Text from Kaufman Inc. 65 E 58th St, New York NY 10022.

Can we have austerism and an investment boom at the same time? Hardly. If, as Kaufman argues, the western banking system is far too shaky to finance much-needed development in the emerging Latin American economies and the reconstruction of the ex-communist world, can we meet their demands at all? Or will they conclude, as Stalin did 70 years ago, that it has to be a bootstraps operation, or nothing? Judge these questions for yourself in the light of the Kaufman analysis.

On banking he is, as usual, grimly convincing. Deregulation, he says, has left behind "an amalgam of sophisticated financial processes and badly understood and frequently immeasurable risks". The measurable risks are those resulting from fee-driven lending follies. We tend to shut our eyes to these horrors; Kaufman's estimate that unpaid interest alone currently amounts to \$25bn gives an idea of their scale. The immeasurable risks are partly in over-valued property, but especially in derivatives. One startling example: he estimates currently outstanding interest rate swaps at \$3,000bn. "I can think of no area that has the potential for creating greater havoc." Enough said.

The British clearing banks have recent experience of what he calls

LVMH
MOËT HENNESSY. LOUIS VUITTON

A French "Société Anonyme à Directoire et Conseil de Surveillance" whose Capital of 775,387,500 French Francs is divided into 775,387,500 shares of 100 French Francs each.

US\$ 1,000 7 PER CENT CONVERTIBLE BONDS DUE 1999
NOTICE TO BONDHOLDERS

Notice is hereby given to the holders of US\$ 1,000 7% convertible bonds due 1999 of LVMH by the Executive Board of the company, that a General Assembly of Bondholders will be held at the registered office of LVMH, 30 Avenue de la République, 75008 Paris, on June 1st 1992 at 11 a.m., to consider the following agenda:

- in accordance with the provisions of article 194, para 5 of the law of July 24th 1966, approval by the holders of 7 1/2% convertible bonds due 1999 of the proposed plan of conversion, as provided with the 30th resolution adopted at the Ordinary and Extraordinary Meeting of shareholders called for May 25th 1992, of their prospective rights to capital shares to be issued by the company under an employee stock option plan
- the granting of powers to third parties to carry out on the necessary legal formalities;
- the determination of the place where the powers of attorney of the represented Bondholders and the minutes of the meeting, as well as the attendance list, will be deposited.

No action may validly be taken by the General Assembly unless Bondholders at least holding one quarter of the corporate principal amount of the bonds then outstanding, present or represented at the meeting.

To be admitted to be represented at the meeting, Bondholders must deposit their bonds five days prior to the meeting with the following paying agents whose powers of attorney are available:

- Bankers Trust Company
60 Old Broad Street - London EC2P 2EE
- Bankers Trust Company
Corporate Trust and Agency Group
Post Albany Street - New York N.Y. 10015
- Swiss Bank Corporation
1 Avenue de la Gare - Zurich CH-4002
- Paribas Bank
30 Place de la République - Luxembourg L-1250

Bondholders of registered bonds will only be allowed to be admitted to or represented at the meeting if they have deposited their bonds five days prior to the meeting.

The Executive Board

GROUPE MOULINEX

First quarter turnover : reflecting slowdown of economic activity

he downturn in business activity which started at the end of October 1991 has continued. It results in a lower turnover for the first quarter compared to the same period last year which recorded high sales. The first quarter traditionally reflects the lowest sales figures of the year.

Turnover (in millions of French francs)	1992	1991	%
Moulinex Group	1 645	1 737	- 5.3%
Moulinex S.A.	1 082	1 184	- 8.6%

Moulinex S.A. : sales to subsidiaries have dropped slightly due to a considerable effort to reduce stocks which had accumulated at the end of last year in all the companies of the Group.

Krupps : good progress in sales due to an increase in the product range and a strong upturn of business activity in the USA.

The annual General Meeting of shareholders will be held on 16th June, 1992

TOYOTA

Toyota Motor Finance (Netherlands) B.V.

(A private company with limited liability, with its corporate seat in Amsterdam, The Netherlands)

U.S. \$200,000,000

6 3/4% Bonds Due 1995

This announcement appears as a matter of record only.

APRIL 1992

BusinessWeek

This week's topics:

- An Interview With Helmut Kohl
- Takeover Fever Hits Europe
- America's Urban Economic Crisis
- Surprise! IBM Really Does Look New
- Crackdown On Taiwan's Software Pirates

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SICAV
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R.C. Luxembourg N° 29386

Dividend Notice

At the Annual General Meeting held on April 30, 1992, the shareholders decided the payment of a dividend of ECU 5 per share of the compartment ECU Bond Fund, payable on or after May 15, 1992 to shareholders on record on April 30, 1992 against surrender of coupon N° 1. The shares will be quoted ex-dividend as from April 30, 1992.

Paying Agent: Kredietbank S.A. Luxembourg
43, boulevard Royal, L-2955 Luxembourg

By order of the Board of Directors

SARAKREEK PARTICIPATIONS N.V.
ESTABLISHED IN CURACAO
NETHERLANDS ANTILLES

NOTICE is hereby given that an interim-cash dividend of US\$ 0.87 per share was declared on May 4, 1992 and shall be payable as of May 11, 1992. The cash dividend is payable against delivery of coupon number 17 to the offices of Banque Generale du Luxembourg S.A., 14 Rue Aldringen, 2551 Luxembourg.

The cash dividend on registered shares shall be sent to entitled shareholders by mail.

Amro Trust Corporation N.V.
Managing Director

Dated: May 11, 1992

Credit Suisse First Boston Limited

Lehman Brothers International **Merrill Lynch International Limited**

Nomura International **UBS Phillips & Drew Securities Limited**

Deutsche Bank Capital Markets Limited **J.P. Morgan Securities Ltd.**

Nikko Europe plc **Sakura Finance International Limited**

Tokai Bank Europe Limited **S.G. Warburg Securities**

CANADA

Stock	High	Low	Close	Change	Sales	Stock	High	Low	Close	Change	Sales	Stock	High	Low	Close	Change
TORONTO																
4:00 pm prices May 8																
Prices in cents unless marked \$																
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison A	52 1/2	51 1/2	52 1/2	+1/4	100	Laurent G	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison B	52 1/2	51 1/2	52 1/2	+1/4	2700	Laurier M	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison C	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier N	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison D	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier O	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison E	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier P	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison F	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier Q	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison G	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier R	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison H	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier S	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison I	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier T	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison J	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier U	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison K	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier V	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison L	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier W	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison M	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier X	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison N	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier Y	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison O	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier Z	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison P	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AA	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison Q	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AB	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison R	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AC	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison S	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AD	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison T	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AE	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison U	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AF	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison V	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AG	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison W	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AH	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison X	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AI	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison Y	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AJ	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison Z	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AK	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AA	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AL	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AB	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AM	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AC	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AN	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AD	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AO	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AE	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AP	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AF	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AQ	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AG	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AR	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AH	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AS	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AI	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AT	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AJ	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AU	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AK	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AV	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AL	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AW	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AM	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AX	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AN	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AY	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AO	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier AZ	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AP	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BA	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AQ	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BB	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AR	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BC	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AS	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BD	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AT	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BE	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AU	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BF	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AV	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BG	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AW	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BH	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AX	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BI	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AY	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BJ	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison AZ	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BK	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BA	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BL	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BB	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BM	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BC	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BN	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BD	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BO	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BE	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BP	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BF	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BQ	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BG	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BR	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BH	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BS	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BI	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BT	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BJ	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BU	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BK	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BV	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BL	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BW	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BM	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BX	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BN	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BY	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BO	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier BZ	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BP	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier CA	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51 1/4	51 1/4	51 1/4	+1/4	10000	Danison BQ	52 1/2	51 1/2	52 1/2	+1/4	100	Laurier CB	55 1/4	55 1/4	5 1/4	-1/4
AGATCO	51															

The Earth summit in Rio de Janeiro aims to bring together more than 160 World leaders to discuss the environmental agenda for the future. Clearly, environmental issues continue to impact on everyone-business, governments and individuals alike. On May 29 1992.

the Financial Times will publish a survey entitled The Earth Summit which will examine the prospects for the summit, its scope and likely outcomes. This survey will attract widespread interest amongst, the Financial Times business readership world-wide for whom environmental issues continue to be of major importance. 42% of Chief Executives in Europe's top companies ranked the protection of the environments among the top three future developments likely to have greatest impact on their business in the near future. If you want to reach this influential audience, call Alicia Andrews:
on 071 873 3565
or fax 071 873 3062

FT SURVEYS

KEYS

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* Current Unit Trust prices are available on FT Cityline, call 0891 123456. Calls charged at 35p/minute cheap rate and 45p/minute at all other times. To obtain your free Unit Trust Code Booklet call 071-825-2121.

هكذا صنع القوم

● Current Unit Trust prices are available on FT Cityline, call 0891 133458. Calls charged at 36p/minute cheap rate and 48p/minute at all other times. To obtain your free Unit Trust Code Booklet call 071-925-2128

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● Current Unit Trust prices are available on FT Cityline, call 0891 123456. Calls charged at 36p/minute
cheap rate and 48p/minute at all other times. To obtain your free Unit Trust Code Booklet call 071-825-2123.

هكذا صنع القوم

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Sports Index on 071 820 9789/80. Open 7 days a week.
Or see Sky Sports Text p221 or Reuters 'Spin'.
The Specialists in Sports Spread Betting.

FINANCIAL TIMES MONDAY MAY 11 1992

Notes	Price	Yield	Dur	Rating
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TUNES - Cont.

		Index	Price	WPA
	Shanghai	100	—	-1.4
104	Vegetables	23	—	0.0
105	Wool	28	—	0.0
106	Woolen Goods	28	—	0.0
107	Woolen Goods	28	—	0.0
108	Woolen Goods	28	—	0.0
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194	Woolen Goods	28	—	0.0
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Country classification are based on those used by FT-Advisers World Wide	
Quoting mid-price on each share. Prices and bid/offer are quoted in US dollars	
When prices are denominated in currencies other than the dollar	
Dividend dates are listed as "tentative" dates. Dividend calls to trade after market, including ex-dividend dates, are in parentheses	
On Treasury Securities, dates are for interest 1/2	
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BUSINESS AIR TRAVEL

SECTION III

Monday May 11 1992

As the world tentatively begins to recover from recession, airlines are putting in place programmes to ensure that they win a growing share of the business market. European airlines are adopting many schemes common in the US, reports Daniel Green

An Aladdin's cave of inducements

BUSINESS AIR travellers are being wooed by the airlines as never before. Airline marketing teams have been working furiously to win passengers and establish market share before economic recovery brings business passengers flocking to the travel agents.

This is in stark contrast with the past 18 months. The trough in world economic activity saw airlines holding on grimly to existence, with varying success. As corporate revenues dwindled in business world-wide, company executives cut spending in many departments including air travel.

This matters a lot to airlines. Business air travellers occupy a special place in the hearts and wallets of industry executives. "We make our money at the front of the aircraft," says one US manager. At Lufthansa, the German state carrier, the top 20 per cent of customers provides 58 per cent of revenues on its European routes.

In the spring of 1992, there is much talk of recovery but little sign of it. Carriers are continuing to sell heavily discounted tickets, and last month US airlines began a price war on their domestic routes. It followed cut-throat competition on lucrative North Atlantic routes which saw fares fall by one third.

The battle has been joined with such ferocity because this is a critical moment for the industry. Recession-bound customers are on the point of returning to the skies and airlines feel they must now buy that most elusive of commodities, customer loyalty.

Virgin's move is classic airline management: improve service to the business passengers and leave price cuts for leisure travellers

Discounted fares represent only one gem in an Aladdin's cave of inducements to fly. The early 1990s has seen an explosion in the number of gaudy incentives aimed at securing business passenger loyalty. They include special lounges, luxuries to the airport, free gifts chosen from the catalogues of expensive stores, on-board massages, beauty therapy, individual video screens on board and more.

Most popular are frequent flyer programmes, where passengers collect points on the basis of the distance travelled and then use the points later to obtain upgrades to business, or first class, or free tickets.

Frequent flyer programmes were developed in the US and have now spread to the UK. Large continental European airlines are thought to be studying the idea and "it is only a matter of time before they launch their own programmes," says an executive of one US airline.

The attraction of frequent flyer programmes to passengers is strong. A survey of business travellers by the International Air Transport Association last week shows that 98 per cent of US passengers were members of a scheme. The figure for UK resident business travellers was 63 per cent.

But the power of such programmes is limited. The same survey showed it ranked only fourth on the list of passenger preferences. And giving away seats might be simple in a recession, but airlines risk losing valuable fare paying passengers as points are redeemed after the recovery is under way. The search is on, therefore, for new ways to attract passengers.

The flavour of 1992 is "product segmentation". Now that computers minutely analyse changing patterns of ticket demand, airlines can create products for very specific groups of passengers. Virgin Atlantic Airways last week launched a "Mid Class" ticket intended for the small minority of economy class passengers who buy full-price tickets. These passengers are almost entirely travelling on business.

Virgin's move is classic airline management: improve service to the business passengers

and leave price cuts for leisure travellers.

The data survey supports this strategy. It showed about 80 per cent of business travellers declare bigger seats to be the most desired benefit of travelling in business class.

Other airlines are following a similar route, with small independent carriers quickest off the mark. Austria's Lauda Air last week reduced its three abreast business class seating to two on its London to Vienna route. Canadian Airlines International is offering business class seats to passengers who pay full economy class fares. And TAT, in France, is advertising its short haul European services and "all business class" although this refers more to the flexibility of the ticket than bigger seats.

In the deregulated US market, such innovations have been common practice for a long time. Some carriers added business class to previously two-class domestic aircraft routes late last year.

But the price war on domestic US travel last month was more about cutting the published prices of business class and full-fare economy tickets than bigger seats. The move was partly to do with the continuing recession: the data survey showed that 28 per cent of passengers worked for companies which had cut their travel budgets. In 10 per cent of cases, the cut had been of more than 20 per cent.

It was also to do with the precarious state of the US airline business. The biggest US airlines, American and United, which initiated the cuts, wanted to reduce the plethora of discounted fares. By so doing, they might cut the ground from beneath their ailing rivals such as TWA and Continental.

These two, and others, have filed for protection from their creditors under US Chapter 11 legislation. Mr Robert Crandall, head of American Airlines, has been the vocal leader of a lobby which accuses the US bankruptcy laws of allowing weak airlines to damage strong ones. The laws are designed to allow failed businesses to keep functioning while a rescue package is put together. Mr Crandall and others allege this allows carriers to set fares only to meet current costs, not investment programmes.

When recovery comes the shape of the battleground will change. Airlines will want to soften their sales pitches; they will want to give high paying business clients the personal touch they have paid for, but more cheaply than by giving away seats through frequent flyer programmes.

One way to do this is through technology. Automated check-in machines that speed passengers past check-in desk queues are already being installed in airports. These machines print out a boarding card after the passenger has fed in a ticket and specified smoking or non-smoking and window or aisle preferences. They are already working in some airports such as Charles de Gaulle in Paris. British Airways intends to begin installing automated boarding card machines at its check-ins around the world later this year.

To Virgin Atlantic, this approach is abhorrent. "We are a people based industry. The check-in is the human contact with the passenger, we don't want to replace that because it degrades customer service," says Mr Paul Griffiths, Virgin's commercial director.

Mr Chris Byron, head of service delivery at BA, sees no conflict between the impersonality of automation and the need to provide a personal touch. "Queues are not the best place for personal service. The objective is to speed up the processes and not to reduce the number of people involved on the airline side." He says that automation can help airports that are already overcrowded to cope with the increasing passenger flows.

Baggage is next in line. BA is already using bar coded baggage tags that are machine read in the new Terminal 4 at London's Heathrow airport to direct baggage to the correct aircraft. The bar codes will be

replaced over the next two years by magnetic stripes, which can contain more information, such as which freight container the luggage is in.

Such developments are a far cry from the expense of giving away free seats through frequent flyer programmes, or reducing the number of seats. For the airlines it is a means of adding reliability to their service while keeping costs under control. It is an unspectacular kind of service that could have its day, if and when economic recovery pushes demand for air travel closer to the level of supply.



A Boeing 747-400 of Japan Air Lines makes a night landing at Changi International Airport, Singapore. Now, with talk of recovery in the air, the battle is on to win business passengers returning to the skies. Picture by Glyn Genin

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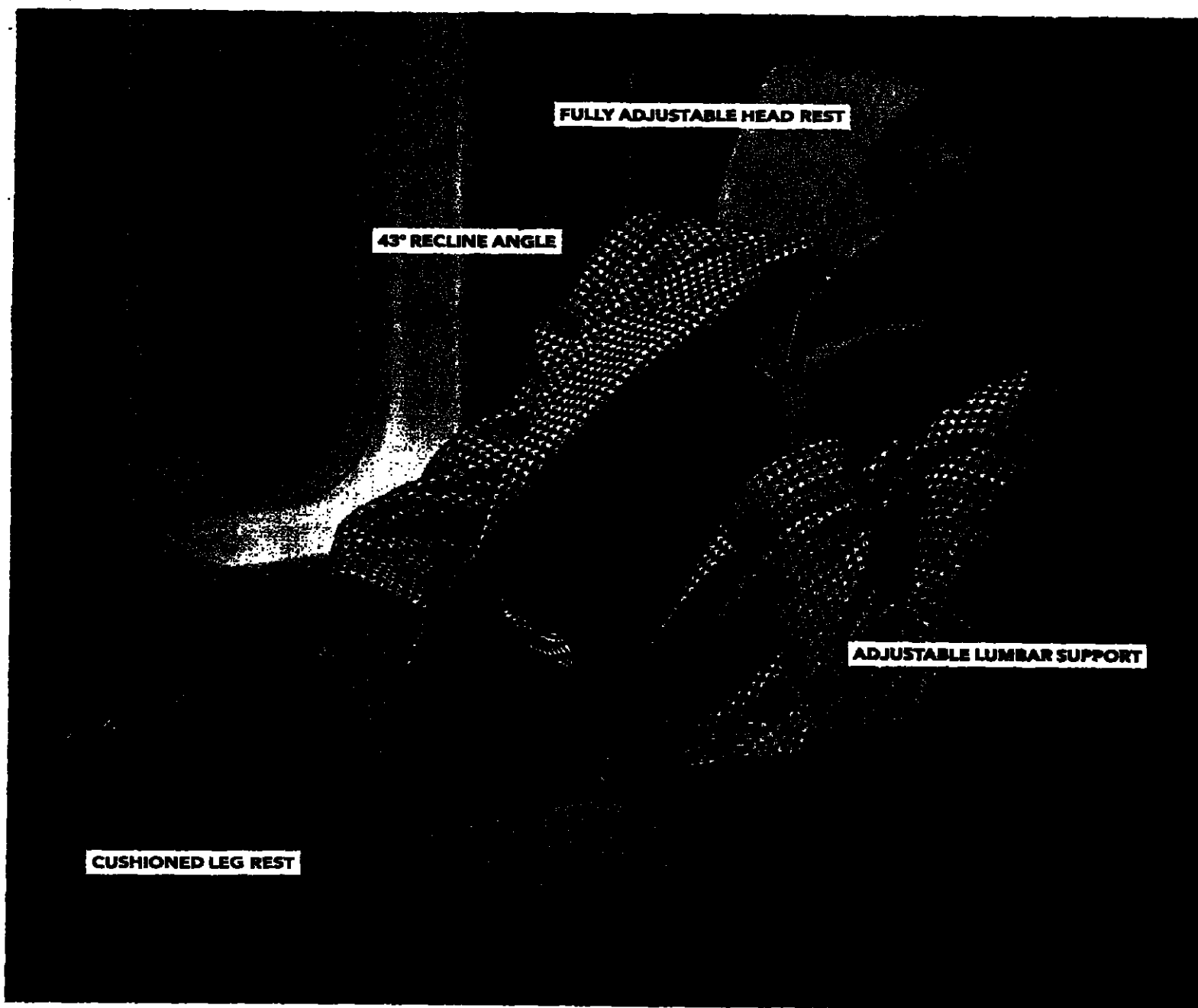
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Editorial production: Gabriel Bowman

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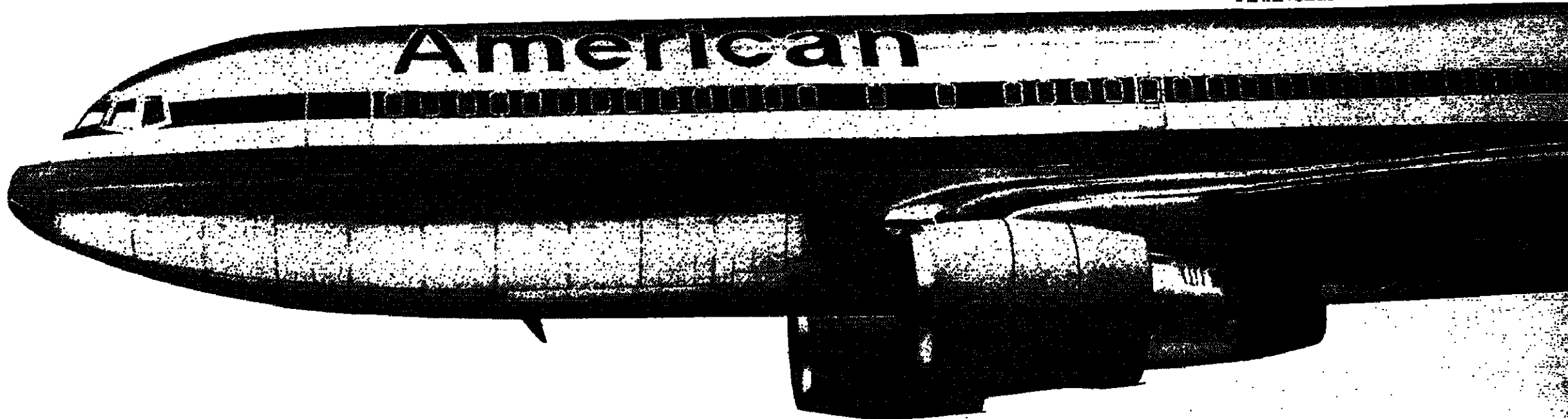
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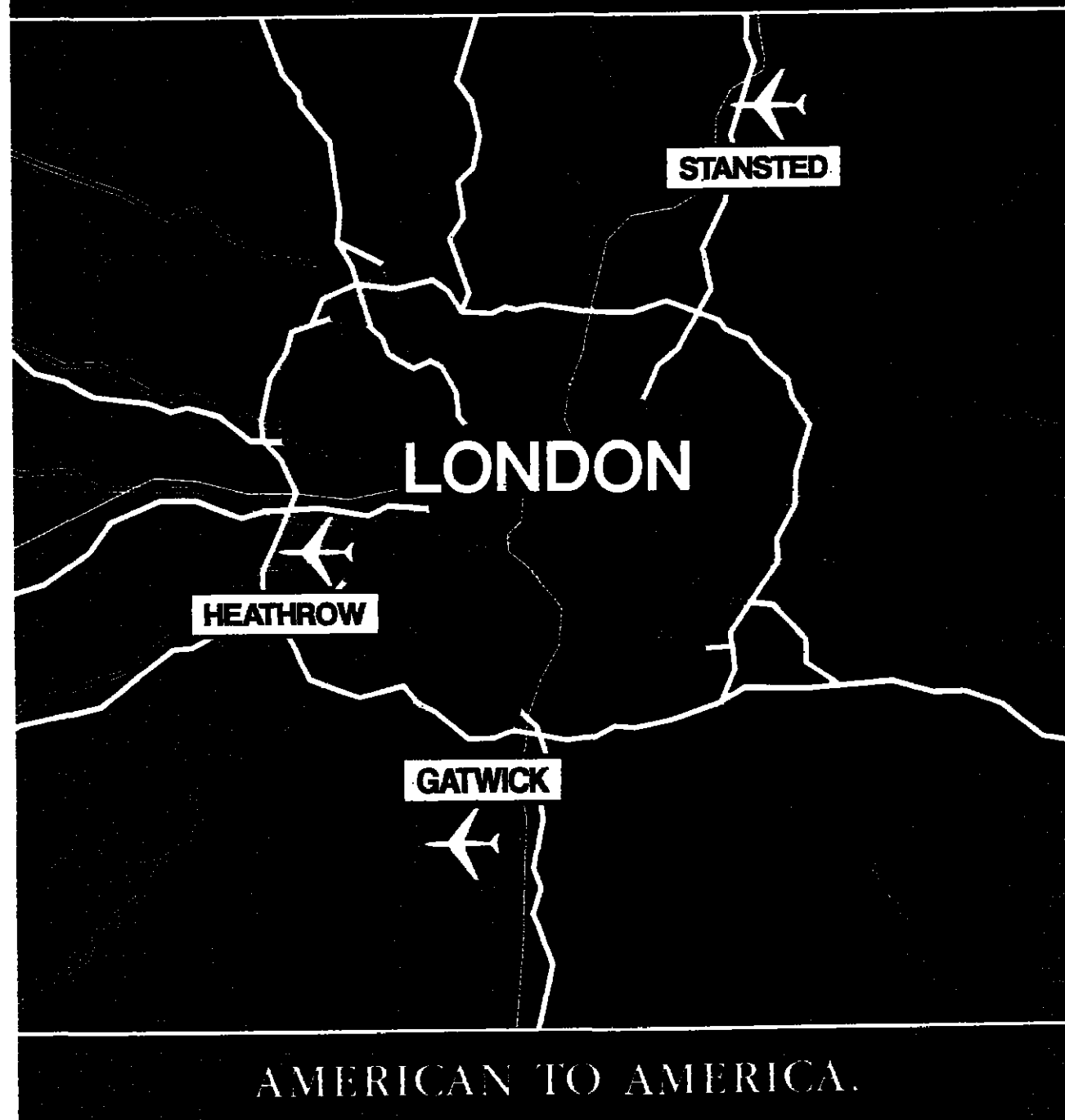
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Richard Branson at the launch of Virgin's "old class" seating on routes to America

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City	Carrier	First class	Business class	Notes
Amsterdam	KLM	2,844	1,610	
Athens	Olympic	1,387	788	10 per cent discount widely available. 15-18 per cent discount on stopover flights on many other airlines.
Brussels	Sabena, American	2,880	1,618	
Frankfurt	Lufthansa, Delta, TWA, Continental	2,713	1,537	
London	BA, Air India, American, United, Continental, Virgin	3,870	2,122	Concorde 4,156
	Kuwait Airways	2,122	2,318	"Upper class" only. Full price (£220) economy ticket holder gets under seats in "Mid Class"
Milan	Alitalia	2,802	1,588	
Paris	Air France, Delta	3,151	1,777	
Zurich	Swireair, American, TWA	2,825	1,677	

* All fares in sterling. Prices are for fares leaving Europe on April 27 and returning on May 7. Fares were booked at the end of March and the exchange rates at the close on April 3.

Daniel Green reports on the changing shape of competition on key routes

New names cross the North Atlantic

ANY PASSENGER who shunned the North Atlantic during the recession, but who now decides that business prospects are good enough to return to the skies to search for new orders overseas is likely to encounter a rather different world.

In the space of less than a year, the shape of competition on North Atlantic routes has changed radically. The collapse of Pan Am last year showed that the North Atlantic is no friend to an airline in trouble, while the other grand old name of the business, TWA, is languishing under the protection of US bankruptcy laws. These two have been replaced on the North Atlantic by the two biggest US airlines, American and United.

It is more than just a change of names. American and United are the fit survivors of the viciously competitive US domestic market. United has more than half as many employees again as British Airways, it has almost 500 passenger aircraft and carried 170,000 passengers a day even in last year's depressed market.

American is the bigger of the two across the Atlantic. If the name is unfamiliar to any European business passengers it is because a year ago it had less than one third of its present capacity operating on routes between North America and the UK.

American and United have announced their arrival in Europe with a storm of advertising and promotion. Passengers are still scarce, and ticket discounting widespread, but two are determined to grab market share.

The potential rewards are high in this, the busiest of long-haul air corridors. There is already evidence that the arrival of the two newcomers is heralding rising prices across the North Atlantic. Published fares in 1992 are 8-10 per cent higher than last year, says Mr Paul Karos, airlines analyst at First Boston in New York. Although discounting means that published fares bear little resemblance to the actual prices paid for tickets, it is easy for airlines to rein back

the discounts if business picks up.

The conditions for such a recovery are in place. Not only is there optimism about the prospects for the world economy as a whole, but capacity can be filled more quickly because the Boeing 747 fleet operated by TWA and Pan Am has been replaced by a mixture of smaller Boeing 767s, DC-10s, as well as 747s.

Capacity will be most intensively utilised on flights to and from the UK, says Mr Karos, partly because of the change of aircraft. This conclusion is supported by a Financial Times survey of the cost of business class and first class flights between various European centres and New York (see table). London has the most expensive fares, Paris is in second place, and Zurich, Brussels and Amsterdam are close behind.

Flights from the UK are more than just the cherry on the North Atlantic cake. The UK is by far the biggest European market for non-stop flights to and from the US. One third of all transatlantic capacity uses UK airports.

British Airways is the biggest operator, taking 40 per cent of that market. In second place is American Airlines with 14 per cent, United has 11 per cent and Virgin 10 per cent, according to a Reuters survey.

Although airlines are trying to push fares higher, discounting is rife there has already been one vicious price war this year on the North Atlantic which saw some fares fall by a third in one week.

Competition is also likely to intensify on fronts other than just fares. European airlines are catching up with their US counterparts in one of main marketing weapons used by US airlines: frequent flyer programmes. These have been enormously popular — Iata says that 97 per cent of busi-

ness travellers resident in the US are members. The figures are much lower in Europe partly because European carriers have in the past participated with limited enthusiasm as junior partners with US carriers.

This is changing. "We are

now seeing the European carriers launching their own programmes," says Mr David Colman, vice-president of United Airlines' Atlantic division.

British Airways is leading the way. Until a year ago, BA participated in frequent flyer

programmes operated by United Airlines, American Airlines and others. In the spring of 1991 it began its "Air Miles" promotion. It has now linked it with other incentives aimed at business travellers, such as use of executive lounges.

Both Air France and the

German carrier Lufthansa are said by industry sources to be preparing to launch similar schemes.

Frequent flyer programmes are popular with passengers, but they have their dangers for the industry. Airlines acknowledge privately that the backlog

of free seats to be redeemed could squeeze out fare-paying passengers.

One solution is to have strict time windows on when the free seats offers can be exercised. But this might reduce the attractiveness of the schemes. Marketing strategists are also

aware that as more airlines jump on the frequent flyer programme bandwagon, their effectiveness as marketing tools — to differentiate between rival airlines — diminishes.

In the knowledge that frequent flyer programmes could become progressively less effective, US carriers have been carrying out their own private surveys of what UK business passengers value on transatlantic flights. The most requested items include sleeper seats, seat selection at time of purchase, not having to sit next to anyone, and a special lounge.

Virgin Atlantic's launch last week of a Mid Class, with wider seats for economy class passengers who have paid full price for their tickets, reflects these priorities. But Virgin's is also a move that should raise the average fare it receives for a ticket. As such, it is part of the industry-wide strategy of raising fares.

This strategy can only be helped if economic recovery pushes up demand. In an increasingly liberalised environment, competition is the main force that might limit the rises.

"The new US rivals are stronger than the companies they replace," admits Mr Paul Griffiths, Virgin Atlantic's commercial director.

Business passengers must hope that the market will make sure any price rises are small and accompanied by genuine improvements in service.



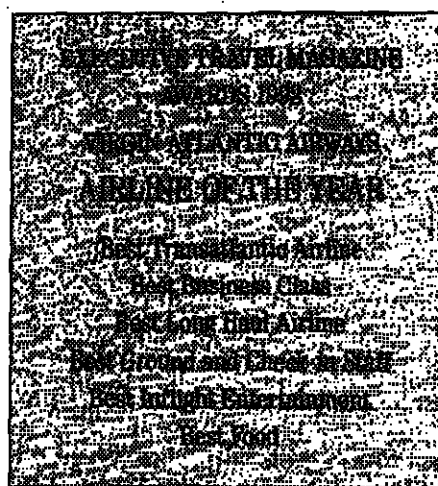
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BUSINESS AIR TRAVEL 4

David Churchill on how services may be improved

Focus shifts to the ground



Many of those flying first class or business class still find themselves having to queue

THE NEXT revolution in business air travel in the 1990s will most probably not come from enhanced in-flight services but from the less glamorous, but arguably more important, improvements in services on the ground.

The way in which business travellers book flights, get to and from the airport, check in and then make best use of their time in the terminal is becoming as important to the business traveller as the size of seat in-flight.

But with international airlines unlikely to be in the position, given the economics of international air travel, significantly to increase the size of seat for business travellers this decade, the attention of the airlines is thus focused firmly on the ground.

British Airways, for example, recently opened a 20,000 sq ft lounge at Heathrow's terminal one for its Club Europe passengers which it claims to be one of the largest at any European airport. The aim is to provide an area for frequent business travellers away from the bustle of the main terminal. The lounge has some 40 telephones as well as fax machines and photocopiers.

The importance of this lounge is its capacity: it can hold up to 400 travellers at any one time, which is estimated by BA to be in line with demand.

BA is not alone in improving lounge facilities at its home base: most other international airlines are seeking to improve their business lounges at their

operational bases. KLM, for example, has opened a new lounge similar in scope to BA's at Amsterdam's Schiphol airport; Singapore Airlines has an opulent lounge at Changi; while Air France's facilities at terminal two at Charles de Gaulle airport in Paris are spacious and stylish. Over at terminal one, where most other carriers fly from, the story is different with far less salubrious accommodation for business travellers.

The problem, however, for travellers is gaining access to airline lounges when flying away from the airline's home base. Even when their preferred carrier has a lounge, this is often small and cramped. Executives frequently find they are reduced to joining the throngs in the main departure lounges. Clearly, this is an area where the airlines are keen to improve their services, although the problem is restrictions on space at most international terminals.

Probably the most significant on-the-ground development in recent years has been the introduction of free limousine services for some business travellers. It was Mr Richard Branson's Virgin Atlantic which first brought this innovation to the UK, originally its Upper Class passengers qualified for a limousine to and from the airport only within a radius of 40 miles from the airport. Now it offers a limousine transfer from any mainland point in the UK.

Other international airlines

have, not surprisingly, emulated Virgin's approach rather than lose valuable executive travellers. But not all offer this service from anywhere in the UK, so it is worth checking when making a reservation if a limousine is included. BA, which has flirted with the idea of providing similar facilities, has so far found it impracticable to offer this service in the UK because of the large number of flights it operates.

Limousine services are not available at all international airports because of government restrictions on "inducements" to travellers. Thus business travellers to and from Tokyo's Narita airport are offered by Virgin, for example, a "limousine bus service" instead of individual transport.

Those travellers preferring to arrive by car have welcomed new developments at Heathrow airport this year aimed at giving a fairer deal to the business traveller. Mr Barry Gibson, Heathrow's retailing director, explains that "we were using prices as a deterrent in the short-term car park because of congestion, but we failed to understand the different types of passenger. We weren't offering a business product, and that's 50 per cent of the market at Heathrow."

Heathrow now offers over 21,000 car parking spaces at three classes of park - short-term, business and long-term. It is the business park development which offers most for executive travellers: designed for those who usually go away for two to four days

and who previously used (at great expense) the short-term car park or were forced to hike to the long-term parks.

The new business parks offer special three-day rates plus a rapid transfer system from car park to terminal. Though there have been reports of teething problems, most executives find the system is a cheap and convenient way of taking their car to the airport.

But others prefer to pay more to use a commercial valet parking operation at the airport. Under these schemes, the car is dropped off at the airport and, on the executive's return, a call is made from the terminal to have the car walking outside.

Car rental companies are also following this trend towards seamless service on the ground. Avis, for example, has taken advantage of new computer technology to offer its Preferred Service. Under this scheme, frequent renters can arrive at a car rental office, see their name and car bay number in lights, and go immediately to their car, which contains both keys and rental agreement.

Other efforts to ease the path of the executive traveller on the ground are being launched all the time. Last month, for example, the ABC World Airways Guide, published by the Reed Travel Group, launched a special simplified guide for business travellers.

This guide enables executives to steer themselves through the complexities of airline schedules, with full details of airline business classes, terminal plans and other essential information.

But perhaps the area where most still needs to be done to improve the lot of the business air traveller on the ground is at check-in. Changes have been introduced to make life easier for the travelling executive - such as the check-in facilities for Gatwick at London's Victoria rail station - but many of those flying first class or business class from most terminals can still find themselves having to queue. The airline that can get this right for the 1990s will be ahead of the game in wooing the business traveller on the ground.

DOMESTIC business air travel, often regarded as the Cinderella of the airline world, has survived - if not exactly prospered - during the recession better than might have been expected a year ago. While international air travel has been slower to recover from the impact of war and the world slowdown in economic growth, flights within the UK have held up well.

Figures from the British Airports Authority (BAA), for example, show that flights out of Heathrow to Glasgow last year were only 5.5 per cent down on the previous year. To Edinburgh, the shortfall was even less at 4 per cent.

Mr Colin Rainbow, commercial director of Wagon Lits Business Travel (formerly Pickfords), reports that demand from corporate business travel clients for UK internal flights remains surprisingly buoyant. "It's a market where executives feel that it's more advantageous in some circumstances to fly than drive or go by rail," he says. "Of course, some pretty fierce price competition has helped as well."

Flights out of Heathrow to Glasgow were only 5.5 per cent down on the previous year

Most of the keen prices on domestic air travel, however, are aimed at leisure travellers who have to book in advance and have little flexibility in changing their tickets. Business travellers on UK routes, as in the international market, pay significantly more for the privilege of being able to pick and choose when they actually want - or need to - fly.

But the UK business air travel market is primarily about convenience. Executives not only want frequent services to main cities such as Glasgow, Edinburgh or Dublin, but also connections to smaller regional airports such as Bristol or Norwich.

While the big airlines such as British Airways and British Midland, with their sights set on Europe (or in BA's case the world), have had an ambivalent attitude towards these regional routes, niche airlines have stepped in to meet the demands of a growing internal market for business air travel.

Byrnon Airways, for example, is expanding its operations at its Bristol hub and this month is basing a fourth Dash-8 aircraft at Bristol to boost its services on its Bristol-Scotland route by 40 per cent and also to enable the launch of services to Belfast City. Moreover, Jersey European has introduced a daily Manchester-Jersey service and a Saturday-only Manchester-Guernsey link.

At the same time the two main players - BA and BM - have made it clear that Europe is their target. This was illustrated recently by BM's decision to axe its loss-making



Gatwick Airport during a French air traffic controllers' dispute

UK INTERNAL FLIGHTS

Demand holds up but prices are keen

at its Bristol hub and this month is basing a fourth Dash-8 aircraft at Bristol to boost its services on its Bristol-Scotland route by 40 per cent and also to enable the launch of services to Belfast City.

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Heathrow to Liverpool route and expand its European services using the slots vacated at Heathrow.

These slots - the take-off and landing allocations at Heathrow - are a major source of annoyance for domestic carriers. As the world's busiest international airport, Heathrow has to cater for the many international airlines that want to come into the airport. The move last year to allow more carriers into Heathrow under the government's policy of deregulating civil aviation has put considerably

more pressure on domestic services.

Ironically, however, it is these domestic services which act as a "feeder" into the international routes out of Heathrow. Some business travellers are forced to drive or go by train/tube to Heathrow simply because of the non-availability of a connecting service from their local airport.

Thus the decision by Air UK, Britain's third largest scheduled airline, to base its operations at Stansted Airport in Essex. Stansted last year saw a radical improvement in its facilities with a £40m development of a new terminal.

But it has faced a difficult task over the past year, following the fall-off in international air travel after the Gulf War, to persuade business travellers to use its services.

Air UK, however, believes it

Opportunities clearly exist for more niche airlines to meet the needs of travellers

provides a different option for business travellers from that offered by BA or BM, especially for those based in north or east London, the Midlands and the eastern part of the country, where access to Stansted is more convenient than to Heathrow or Gatwick.

The airline flies more than 1,100 flights a week to 15 destinations within the UK. Not all of these are out of Stansted: for example, it has just added an extra direct early morning flight from Norwich to Aberdeen, providing six flights every day during the week.

While BA's Shuttle services to main UK cities continue to be a profitable and important operation for the airline, it has realised that it cannot afford to devote too many resources to compete as efficiently on small regional routes as well as major international links.

The airline is currently in talks with its staff over streamlining its regional operations out of Birmingham, Manchester, and Glasgow although it stresses that it has no intention of pulling out of these cities.

But the opportunities clearly exist for more niche airlines to meet the needs of business air travellers in the UK.

David Churchill

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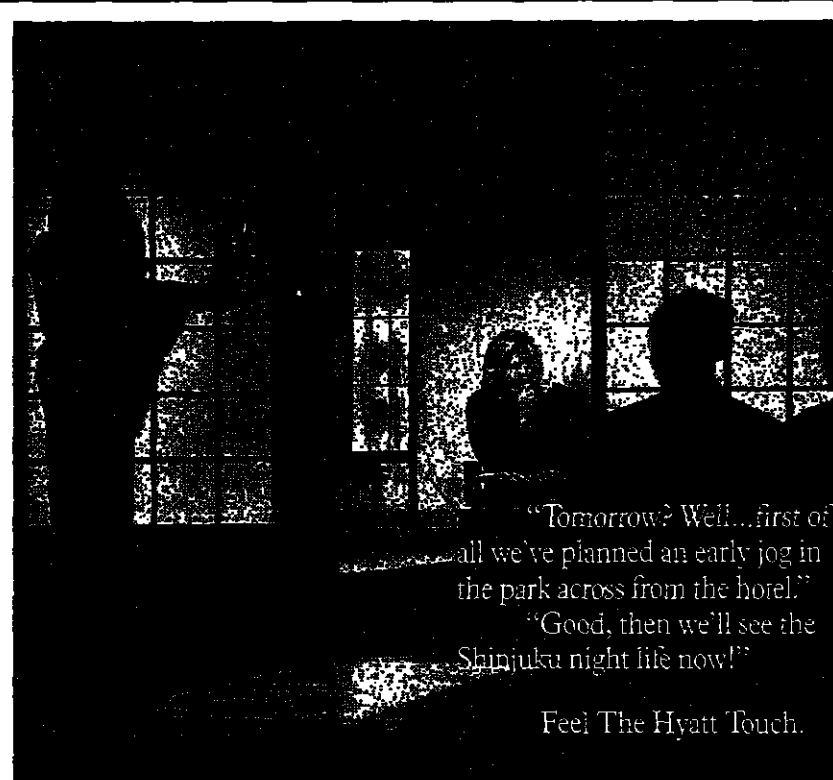
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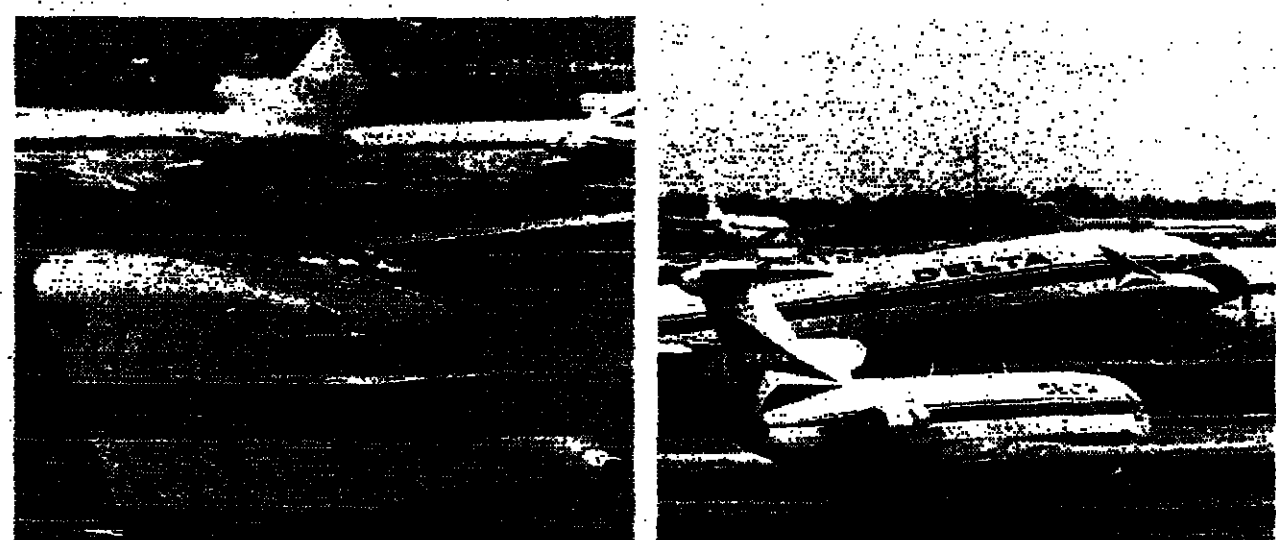
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US Air Express aircraft at La Guardia Airport, New York (left) and Delta aeroplane at St Louis, Missouri

THE US

Some fares may be less

AIR TRAVEL in the US for the business executive has undergone a radical shake-up in recent weeks.

The overhaul started in mid-April, when American Airlines, one of the nation's largest carriers, announced that it was restructuring all its domestic fares. Out went the morass of discount offers, including corporate discounts, leaving the company to promote four basic fare classes. These comprise first class, full coach, seven-day advance purchase, and 21-day advance purchase. (This last class was subsequently changed to 14-day advance purchase, as competitors piled in.) American explained that it would switch to a mileage-based system and claimed that, as a general rule, the new fares would be cheaper than those previously pertaining in these particular classes. For instance, it pledged that first class fares would be 20-50 per cent below previous levels. Full coach fares (now called Anytime fares) would be 85 per cent lower.

In truth, matters were never quite that simple. Mr Bob Crandall, American's chairman, was quick to point out that the carrier's business class fares on the New York-Los Angeles route would not be affected, for example. Nevertheless, the carrier estimated that its new structure would

mean that the total number of different fares offered would shrink dramatically, from over 500,000 to nearer 70,000.

American's move has been variously interpreted. Some commentators have suggested that it was a response to the persistent threat posed by smaller competitors. On the one hand, Mr Carl Icahn's bankrupt Trans World Airlines has been undercutting virtually all other carriers in the domestic market, in a desperate effort to win customers. This has cost the airline dearly.

It has produced operating losses of \$60m and \$80m in January and February respectively — but there is no doubt that travellers prepared to take a chance on TWA's continued existence have generally flown via the carrier at extremely cheap rates.

On the other hand, Southwest Airlines — based, like American, in Texas — has been running very attractively priced services on high-density business routes. Indeed, in the future which followed American's move, Southwest probably scored the best publicity coup by saying: "We'd like to match American, but that would mean we'd have to raise our prices."

Mr Crandall, however, had other explanations for his carrier's initiative. He claimed that the move would be justified by the subsequent cost-savings, the medium-term increase in business which should develop, and by travellers' switch to "higher-quality" tickets. For example, a businessman might now buy a cheaper full fare ticket, instead of searching for complex discount fare arrangements (which often involved throwing part of a ticket away, or swinging Saturday night stay-overs).

Some commentators agree with the airline chief's analysis. "American is willing to take diminished yields in the short term to reduce the costs of maintaining a structure with half a million separate fares," commented Avmark, the aviation consultancy. "It is an attempt to break the recession-induced stagnation in air travel growth and put more people in the airline's seats — it makes economic sense only if your pockets are deep enough to stand those reduced yields for a time."

The immediate response from rivals — for the most part — has been to match American's move. United, Delta, Continental, Northwest and USAir, for example, all pledged immediately to remain "competitive". And they did their best to battle back against American's aggressive advertising campaign: United, for instance, quickly countered American's Anytime fares, with its own

"Fair Fares". TWA, meanwhile, said it would continue to undercut substantially on certain routes.

At the end of the day, this radical pricing overhaul has probably brought gains and losses for the business traveller. A year ago, when the Gulf War drove away air traffic and bankruptcies were rife in the industry, special discount fares meant that air travel was extremely cheap. That benefited both the general public and many business travellers, except those booking at the last minute.

With the level of discounts diminishing somewhat since then, the current initiative means that business executives can now take a straightforward, unrestricted coach fare more cheaply.

That is the upside. The downside are the decisions by American — and some others — to phase out corporate discounts and introduce a \$5 fee for each re-ticketing requirement. And for those business travellers who are able to book ahead, the array of discount fares has certainly subsided — even if the continued presence of financially-troubled carriers in the industry means that they have not disappeared altogether.

Nikki Taft
New York

LIKE HEAVYWEIGHT boxers, the biggest aircraft combine glamour and popularity. They embody mass marketing of cheap air travel and yet are the flagships for the world's airlines.

Even during the world economic slowdown of the last 18 months, manufacturers have been pouring cash into the development of new wide-bodied aircraft. The reason is that bigger aircraft mean cheaper travel. With cheaper travel, there can be more passengers and in turn more aircraft sales.

How are wide-bodied aircraft different from other aircraft? "Luxury," according to Mr Paul Griffiths, commercial director of Virgin Atlantic. On a wide-bodied aircraft there is room for bars, lounges and the sheer space that business passengers demand on long-haul journeys.

Mr Rod Muddle, head of planning at British Airways, has a different point to make. "Our overriding motive is to provide growth at competitive unit costs," he says. "This is only achievable with wide-bodied jets."

Big aircraft save airlines money in several ways. At many overcrowded airports including London's Heathrow, Tokyo's Narita and New York's JFK, landing rights are rationed. Each airline has a specific number of landing and take-off slots available to it. Airlines jealously guard their landing rights knowing they will probably not be given any more. It is possible nevertheless for airlines to plan for growth by using bigger aircraft.

Large aircraft use less fuel per passenger than small aircraft. Fuel accounts for more than 10 per cent of total costs at many airlines. So airlines' order books stretch into the second half of the decade. With manufacturers spending so much on development, big aircraft are made with the latest materials, economical engines and computerised controls. It is a combination that still fur-

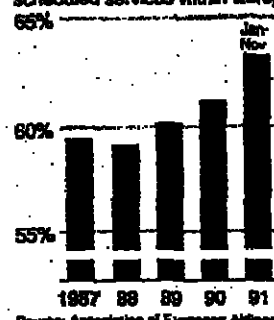
ther improves fuel economy. This vast market is the battleground for just three manufacturers.

Boeing of the US is the biggest by far. The 747 has dominated sales for so long that it is hard to imagine it being replaced. Boeing's next new product is the 777. It will slip in below the 747 in the product range and is due to enter service in 1995. The initial model will accommodate 328 passengers, compared with the 419 on board the largest 747s, and has a shorter range too. "The interior is similar in dimensions with the 747, it's just a smaller aircraft," says BA's Mr Muddle. He says that the 777 will on some routes replace the 767, a smaller wide-bodied aircraft.

Airbus, owned by a consortium of European companies, is in No 2 position. It is due to deliver the first of its new A340 aircraft to Lufthansa early next year. It is Airbus' first four-engined aircraft and represents a new market for the company. The A340's selling point is its range, at 7,550 miles, greater than any other

Discounted tickets

as a % of total (international scheduled services within Europe)



Source: Association of European Airlines

Mr Shapiro is also concerned that sales might be difficult given the political controversy surrounding McDonnell-Douglas' plans to sell a 40 per cent stake in its commercial aircraft operations to Taiwanese companies.

The aircraft maker nevertheless last month announced that it intended to develop with the Taiwanese a radical new design to be called the MD-12. This would be a megajumbo jet designed to challenge the suc-

worried they will not be able to cope. "Wingspan is the biggest issue," says Mr Richard Everett, director, legal services, of BAA, which operates most of the UK's large airports. The Boeing 747 has a wingspan of 65 metres but BAA is drawing up contingency plans to accommodate 85 metre wingspan aircraft.

Mr Everett warns that much of the talk of ultra-high capacity aircraft might come to nothing. "There is a strong feeling in the industry that a bigger 747 is more likely to arise," he says. He forecasts that the upper deck of the Boeing 747 will be extended along the length of the fuselage. Already the 747-300 and 400 have an upper deck more than seven metres longer than on previous 747s.

Boeing with bigger wings is one of several problems. It is already a tedious process to put 400 passengers on an aircraft. If numbers were doubled, BAA says it would move to two-door boarding, entailing a redesign of terminals. BAA has no plans to do this "until the larger aircraft are already on their way".

Megajumbos will happen, insists BA. "It is a total rethink," says Mr Muddle. The 747 was designed 30 years ago and there are new customers now with different requirements. The strongest source of demand comes from the Pacific rim, he says.

As if to echo this sentiment, McDonnell-Douglas is already talking of the non-stop flights that will be possible with the MD-12: Dallas to Seoul, Zurich to Singapore and others.

Mr Muddle has detailed a 10-strong team at BA to list what parameters a turn-of-the-century world champion megajumbo should follow. Their blueprints could presage the next age of air travel in which passengers paid less for seats and yet were able to fly non-stop between just about any two cities on the globe.

Daniel Green



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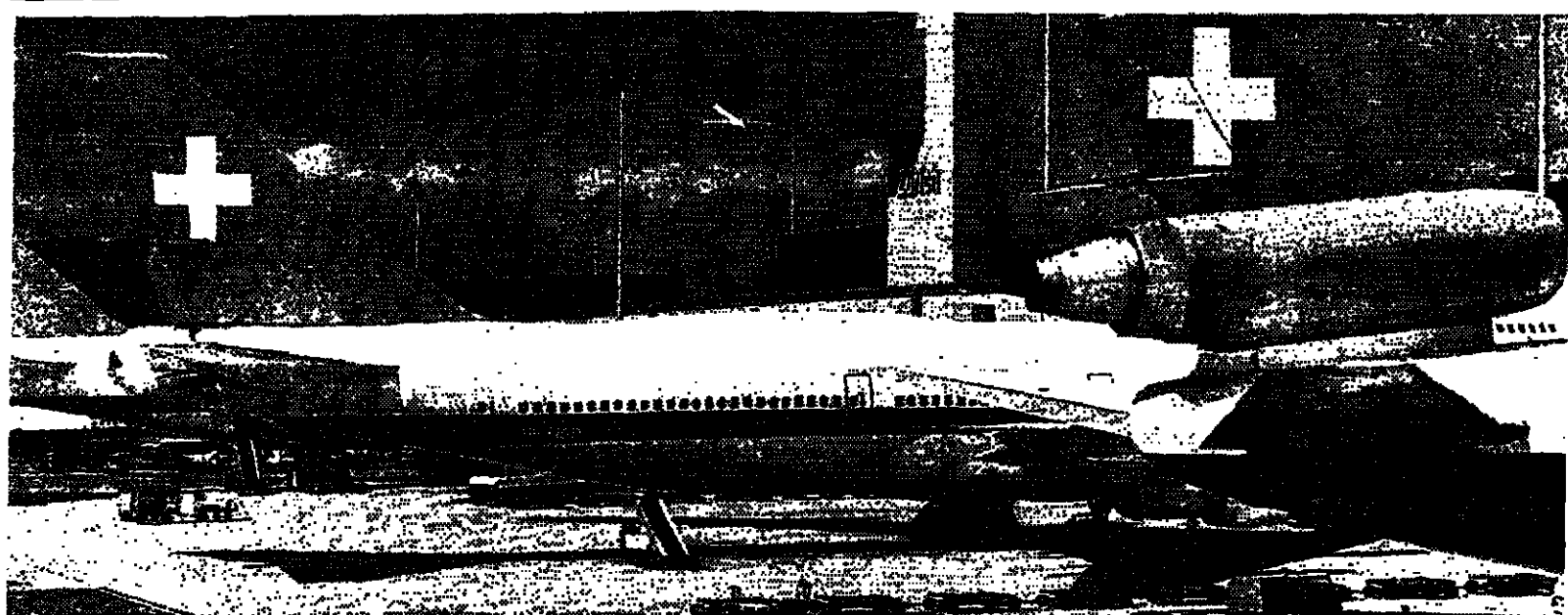
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BUSINESS AIR TRAVEL 6



Swissair widebody jets at Zurich's Kloten airport

LIBERALISATION IN EUROPE

Giants, niche players and others

ON JANUARY 1 1993, the European Community moves another step towards deregulating the skies over its 350m citizens. Although the details will not be finalised until mid-summer, in theory, airlines from one country will be able to sell tickets for flights between two other countries and perhaps even within other countries.

Airlines with captive home markets such as Lufthansa in Germany and Air France face the prospect of competing on the Paris-Berlin route with the likes of British Airways or KLM.

The result of such competition should be cheaper fares. When the US deregulated its skies in 1978, rival airlines threw themselves into a sometimes deadly war. Low fares eventually brought low some of the great names of US aviation history.

PanAm, Braniff, Eastern and People Express disappeared. TWA, Continental and others are in deep trouble, protected from their creditors by Chapter 11 bankruptcy rules.

In spite of such failures, supporters of deregulation point to busy routes such as Los Angeles-San Francisco where fares are low and still profitable much of the time. Successful airlines argue that the years of competition have simply eliminated the inefficient.

However, many in the industry believe that Europe is not like the US. They say deregulation will lose its airlines a lot of money and that fares will not fall far. The Association of European Airlines, which represents 22 national carriers, says that this is because the cost structure is different in Europe.

● Air traffic control charges are higher to reflect the crowded skies and complexities of international travel.

● Landing charges are higher, reflecting demand for use of the most important airports. American Airlines briefly flew transatlantic flights from Brussels to Zurich. "It was expensive. We were paying double the landing costs on a short-haul flight," says the airline.

● Salaries, which account for one third of costs, are higher. This has been damaging already in some countries. Swissair, for example, is moving its accounts department to Bombay, India, this autumn to cut costs.

Such obstacles have not dissuaded US airlines from piling into Europe ahead of 1993. American now flies from a dozen European cities while Delta has a hub at Frankfurt with feeder flights coming in from many European cities.

European airlines are struggling to anticipate the changes. They have tried to organise mergers or alliances with varying success. Most spectacularly, British Airways failed to merge with KLM of Holland earlier this year after months of negotiation.

In contrast, Air France finally succeeded this month in taking a stake in Sabena, the Belgian carrier. The deal had been delayed for many months and followed an aborted attempt to forge an alliance between Sabena, BA and KLM. The logic is that a deregulated Europe will, like

the US, allow only two types of airline to prosper: the giant, whose economies of scale give it greater financial strength, and the niche player, which concentrates on taking a slice of revenue from busy routes.

Europe is full of airlines that do not fit into either category. One, Scandinavian Airline System (SAS), has been among the most energetic in trying to find partners. It is in the European Quality Alliance (EQA) - which allows for the co-ordination of timetables and sharing of some airport facilities - with Swissair and Austrian Airlines.

Last month it boosted its stake in Airlines of Britain, the parent company of British Midland, from 24.9 per cent to 40 per cent. In February, it agreed to buy 51 per cent control of Linjeflyg, the Swedish domestic carrier.

The acquisition is designed to consolidate the airline's position in its home market in anticipation of Swedish airline deregulation.

"By combining SAS with British Midland and EQA, we will have an annual passenger

volume of 35.2m passengers," says Mr Jan Carlzon, the chief executive of SAS. This, he says, makes his partnership the largest in Europe, ahead of Air France with 33.4m passengers a year.

Few deny that such alliances will improve the chances that airlines become more efficient. And if European deregulation follows the US example, then there will be heavy competition among efficient airlines on busy routes between financial and industrial centres. Business travellers will be among the first to benefit.

But with Europe's high cost base, airlines' flexibility to cut fares is limited. Such cuts that are likely could be slow in coming as some European governments resist rapid liberalisation.

Before the end of the century - possibly in less than a year - business travellers will have a greater choice of airlines on which to fly. But those looking forward to sharp falls in fares will probably be disappointed.

Daniel Green

ASIA-PACIFIC

Market where the sky is the limit

THE Asia-Pacific air travel market offers the world's most promising growth prospects for the 1990s, with passenger demand forecast to increase at nearly double-digit rates annually into the next century.

As industry deregulation edges along, a fierce dogfight is already shaping up, particularly for lucrative first and business class travellers. Not surprisingly, regional carriers are focusing the same high-quality, low-overhead strategies on air travel that have made Asia-Pacific competitors so formidable in many other industries.

"This region has the best growth potential in the world based on its economic prospects," says Mr Philip Mok, head of research at Barclays de Zoete Wedd Securities in Hong Kong. Demand for air travel will increase about 8 per cent annually over the next few years, he predicts.

South-east Asian carriers are particularly well positioned to expand rapidly, backed by surging economies and reputations for some of the world's best inflight service. Among the leaders are Hong Kong's Cathay Pacific, Thai Airways International and Singapore Airlines (SIA) - already one of the island state's leading enterprises.

Flag carriers from other industrialising nations, including Malaysia Airlines and Garuda Indonesia, are also keen to capitalise on growing business and tourist travel.

To the north, Korean Air has carved out an impressive niche, flying between the homeland, North America and neighbouring Japan. Industry observers see the region's economic superpower as the fulcrum for Asia-Pacific business air travel, because of the size and growth potential of Japan's market and its geographical suitability to act as a hub for onward travel from south-east Asia to Europe and North America.

Unfortunately, Japanese business travellers have been slow to return since the Gulf War knocked them from the skies, partly because of the current economic slowdown at home.

"We've noticed quite a few Japanese companies since the Gulf War have suffered financially and downgraded executives formerly entitled to a higher class of travel," says Mr Shiro Shibuya, SIA's manager of industry affairs and public relations in Tokyo. "Still, we hope business on Japanese routes will grow faster than elsewhere."

The near-term prospects are not bright, says Mr Takaharu Iwata, vice-president of Japan Airlines (JAL), the world's seventh largest carrier in 1990.

"We cannot expect a big improvement to 1989 levels for at least another year or year and a half," he says.

Far from threatening to dominate Asia-Pacific skies, as they have many other regional markets, Japanese rivals will do well just to hang onto their already dwindling market share, industry observers say.

"The way the Japanese achieved their position in many industries was to get in with low prices, aim for market share and slowly build up. But airlines operate on bilateral agreements, so you can't get market share without offering the other party monetary rewards or a similar share," says Mr Mok.

"There is very little room left" to win away customers with service superior to that of foreign rivals, concedes JAL's Mr Iwata.

Incursions into their home airspace by low-overhead carriers are already costing Japanese airlines dearly. Foreign airlines increased their share of international passenger traffic to and from Japan by 1.9 percentage points to 65.1 per cent in the two years through 1990 alone as the annual number of travellers on these routes topped 30m.

Japanese airlines must vie with expenses roughly double those for south-east Asian rivals, says JAL's Mr Iwata. "The Ministry of Transportation must to some extent protect Japanese carriers, but it is also forcing us to compete following the tendency of the US," he says. "We do not have a pricing or merchandising advantage, but I think we can maintain the competitive share we now have by introducing new aspects of services and flight schedules."

In early April, JAL launched a major advertising campaign to woo back Japanese business travellers with menu and other changes, but rapidly internationalising domestic rival All Nippon Airlines and especially foreign carriers are likely to continue gaining on the flag carrier.

"Business travel is the cream of airline operations. Our philosophy is to satisfy passengers to gain repeat business, not just offer cheap fares," says SIA's Mr Shibuya. "We don't mind using expensive champagne and other things if that's what it takes."

Such strategies combined with lower overhead ultimately could force Japanese airlines to hand over intra-Asian routes to subsidiaries which can take advantage of less costly foreign labour.

Meanwhile, Asia-Pacific airlines are setting their sights on newly emerging routes within the region plus destinations much further afield.

Close to home, the last several months have witnessed a rash of new services between second-tier Japanese cities such as Fukuoka and Hiroshima and international destinations, in part because no new slots are available at Tokyo and Osaka area terminals.

Routes to Indochina also are increasing in number as political conditions improve and a rapidly rising flood of investors and tourists makes its way to Vietnam, Laos and Cambodia. Demand for service to the Chinese mainland likewise is quickly expanding.

South-east Asian airlines should fare well in competition to and from Europe and North America, argues Mr Mok. "They have strong cash flows and money to buy new aircraft. Most are also efficiently run. I tend to be bullish on airlines in the region," he says.

The major bottleneck at present and future key to Asia-Pacific travel is Japan's acute shortage of airport capacity, which is already forcing airlines to shelve expansion plans.

The New Kansai International Airport off the coast of Osaka will be the nation's first 24-hour facility when it opens in mid-1994, about 15 months behind schedule. A survey earlier this year reflected just how far available terminal space lags demand in reporting that carriers now seek twice the facilities planned in Osaka to accommodate 100,000 arrivals and departures annually.

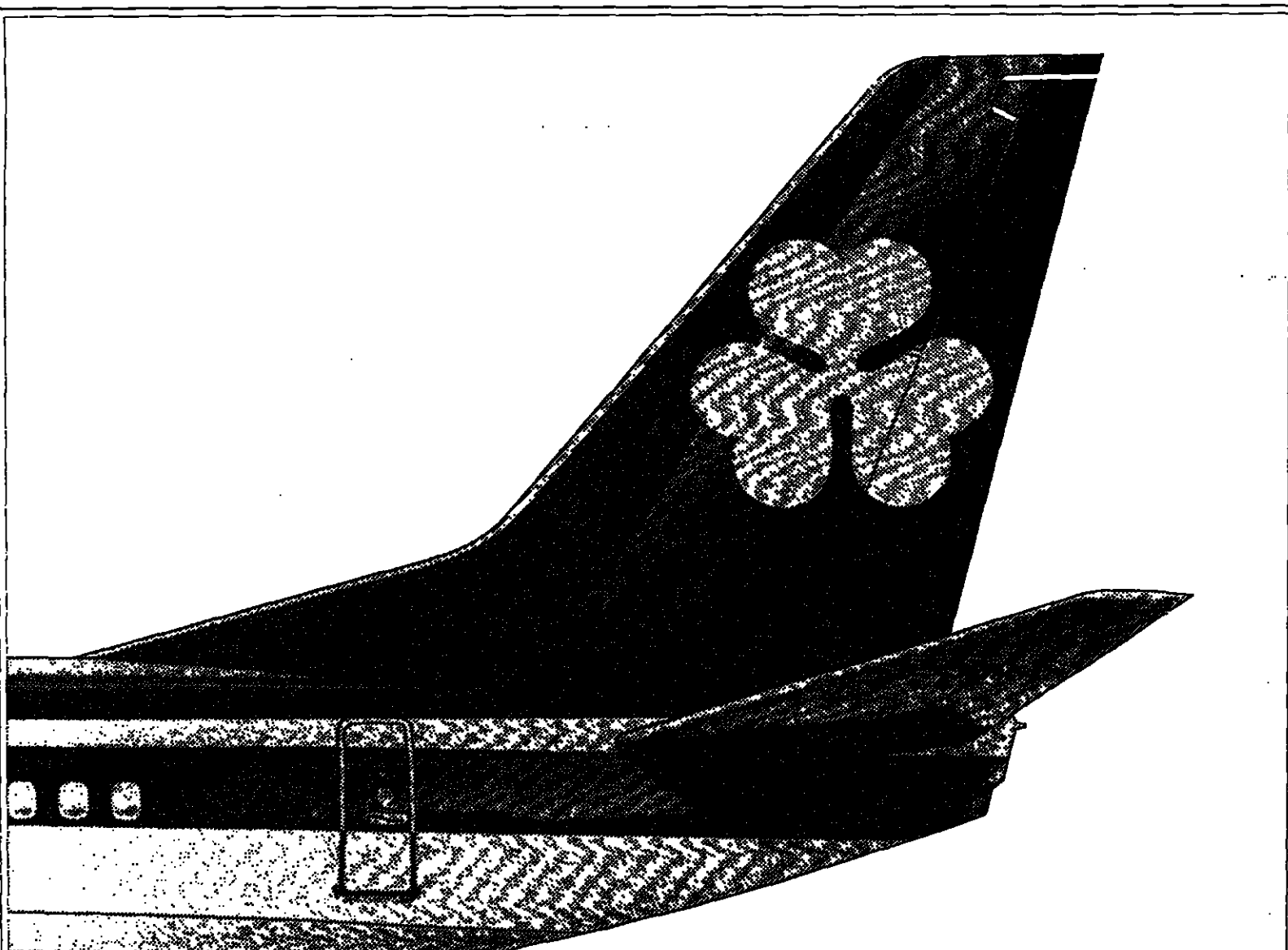
Along with major expansion projects at the Narita and Haneda terminals serving Tokyo, Japanese air traffic capacity should roughly double by 1995. The expanded capacity will add severe price competition to the already troubled Japanese carriers' list of woes, enabling new rivals to enter the market and established foreign airlines to increase service.

US carriers have already carved out large markets to Japan and beyond with the help of giant feeder systems back home and politically sensitive international agreements that provide them abundant terminal access.

However, even with Japan's new terminals in service, capacity shortages will dampen traffic growth for years.

That could be good news for airport projects elsewhere in the region, including South Korea, Hong Kong, Taiwan and Singapore, which are seeking some of the hub-terminal activity that has benefited many North American cities.

Neil Weinberg
Tokyo



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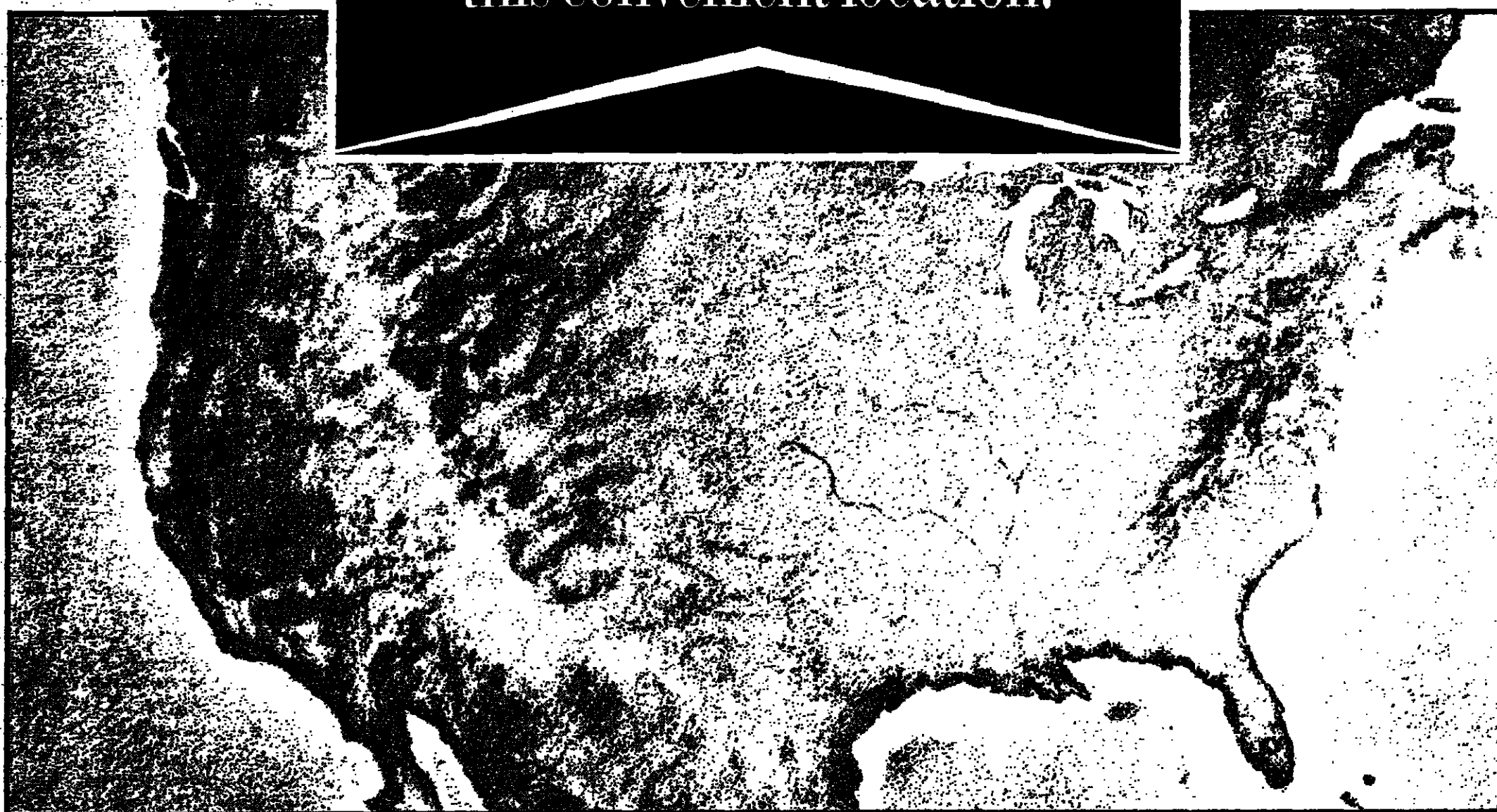
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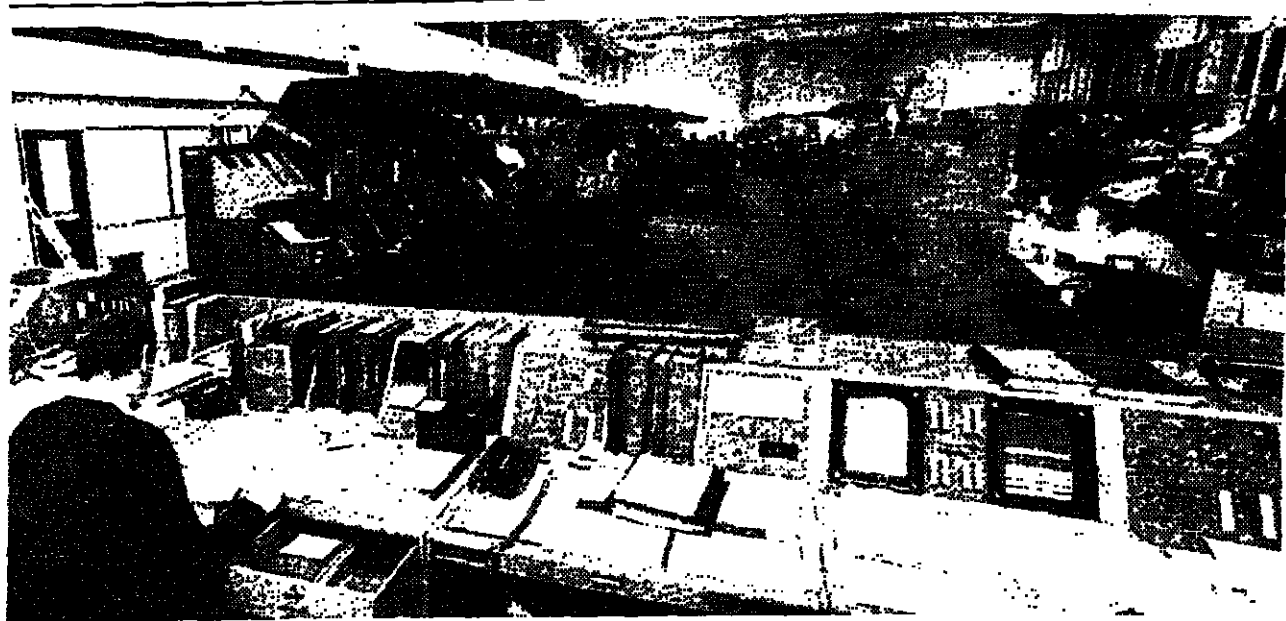
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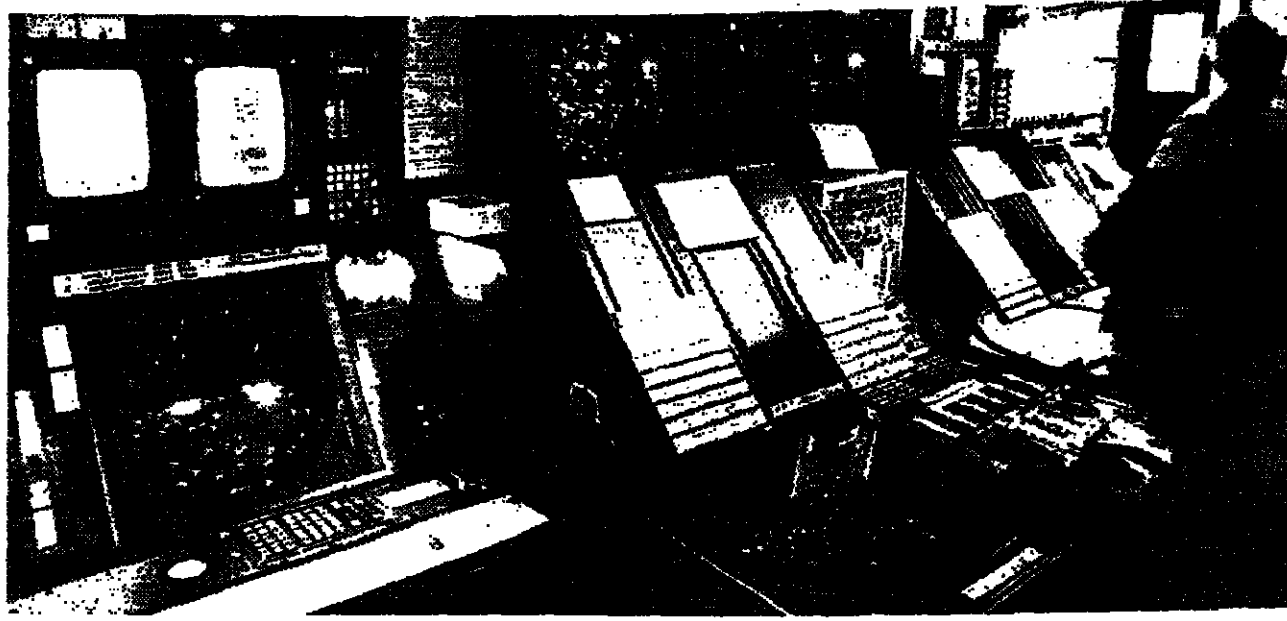
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BUSINESS AIR TRAVEL 8



The civil operations room at the air traffic control centre in West Drayton, Middlesex, with the supervisor's desk in the foreground and (right) a close-up of the screens



AIR TRAFFIC CONTROL

Those bottlenecks seem likely to continue

THE BUSINESS traveller hardly needs reminding about the inadequacies of the European Air Traffic Control (ATC) system - the delays are all too real and there is little prospect of real improvement in the next two to three years.

Last year in Europe more than 20,000 flights a month in the summer and 10,000 a month in the winter were delayed because of ATC problems. The proportion of flights more than 15 minutes late almost doubled between 1987 and 1991.

The Association of European Airlines, representing 22 European carriers, says almost 20 per cent of flights were delayed by more than 15 minutes last year, only slightly better than in 1990 even though 1991 saw a 7 per cent decline in air travel caused by the Gulf War. Last year, 54,000 aircraft hours were lost because of congestion, equivalent to the annual workload of a fleet of 20 short-haul jets.

A comparison of times on short-haul routes within Europe shows that flights are now scheduled to take between 5 and 10 per cent longer today than they did 20 years ago, despite improvements in technology. For example, in 1972 a British Airways flight between London Heathrow to Paris Orly took one hour. Today the same flight is scheduled to take five minutes longer - to allow for delays.

Unprecedented air traffic growth in the 1980s, coupled with a shortage of air traffic controllers and ageing equipment, has resulted in conges-

tion on the ground and in the skies, and pushed Europe's fragmented ATC system to breaking point, particularly during peak summer periods.

With air traffic still growing at about 8 per cent a year, the volume doubles every 10 years. As a result, airlines and civil aviation authorities have warned that Europe faces an air travel crisis in the next few years unless urgent action is taken to harmonise and integrate European ATC systems. According to Mr Karel Van Miert, EC transport commissioner, air traffic delays in Europe already cost \$3.8bn a year and airlines have warned that these threaten to undermine Brussels's efforts to liberalise European air transport.

The problems were highlighted in a report considered by transport ministers from the 28 member countries of the European Civil Aviation Conference (ECAC) who gathered in London in March. The report said the work needed to harmonise and improve air traffic control in Europe in the 1990s "will be much greater" and more costly than first estimated.

The study, undertaken by Eurocontrol, the Brussels-based government-backed air safety group, examined the ATC systems of the 23 nations which were members of the

conference in April 1990 when the European Air Traffic Control Harmonisation and Integration Programme (Eatchip) action plan was agreed (since then five eastern European nations have joined ECAC). In Europe some 50 ATC centres spread over an area of 3m square miles - roughly comparable in size with the US which operates a single ATC system from 20 centres - handled 4.8m flights in 1990, of which 90 per cent were internal European traffic.

In contrast to the US, the European ATC centres "share one big (technical) deficiency, namely their generalised incompatibility," said the report. Eurocontrol discovered 31 different systems in the European ATC centres, using computers from 18 manufacturers, with 22 different operating systems and 38 different programming languages.

The result, said the report is "a patchwork of systems, most of which have been developed independently, using different designs and methodologies leading to further incompatibilities." In addition, of the centres evaluated, Eurocontrol said half had "significant deficiencies" and almost one in four had "major deficiencies", while only 17 per cent had no problems.

Until fairly recently, attempts to get to grips with Europe's ATC problems had been stalled because of political and other disagreements. As Air Vice Marshal Mike Gibson, director-general of policy and plans at the National Air Traffic Services of the UK's Civil Aviation Authority, says, it has been difficult because "there wasn't one particular organisation with the right membership and the right expertise".

The European Commission, backed by Germany in particular, had argued for the building of a single new integrated system. However this approach was resisted by others, including the UK, which argued that it was too expensive, bureaucratic and unworkable, raising a number of difficult sovereignty issues.

But recently most attention has focused on the ECAC and on the initiative to upgrade the existing ATC systems in Europe and get them to work together. "What we are trying to do is to get the worst in Europe up to the standard of the best and then to get all of the systems in Europe working together so that, from a user's point of view, there is a seamless system," explains Mr Gibson.

The basis of the plan therefore is a programme of convergence, overseen by Euro-

control, to harmonise procedures across Europe and improve and upgrade the existing ATC systems with equipment complying to common standards which can then be integrated. The plan embodies a step-by-step approach to integration, setting a series of operational targets such as those for radar coverage and communications. The strategy aims progressively to integrate ATC systems after they are harmonised in the busiest "core area" - roughly bounded by London, Frankfurt and Paris - by 1995 at the latest and elsewhere by 1998.

In March the ECAC transport ministers agreed to extend the plan to harmonise and integrate the operations of ATC systems to the five new Eastern European Conference members, Bulgaria, Czechoslovakia, Hungary, Poland and Romania. Since the capacity of the air traffic system depends

not only on the en-route air traffic control system but also the operational airport infrastructure, ECAC transport ministers also acknowledged the importance of relieving congestion in and around airports by launching a new airport strategy.

Overall, members of the ECAC plan to spend more than Ecu 3bn on air traffic equipment over the next four years. The UK itself plans E750m of expenditure on the air traffic system by the end of the century, including the building of a new air traffic control centre on the south coast, due to be operational by 1996.

At the same time, some progress towards integration of ATC systems has been made in parts of Europe and Eurocontrol has begun the task of creating a single central flow management unit in 1994 co-ordinating airline flight planning throughout Europe and replac-

ing the current five flow management units.

In the longer term the ECAC strategy has been designed to accommodate the introduction of new advanced technology systems such as air/ground data links and satellite tracking and navigation systems including the International Civil Aviation Organisation plans for Future Air Navigation Systems (FANS).

Satellites, in conjunction with VHF radio, precision landing systems and aircraft transponders which report altitude and other data are likely to revolutionise air traffic control worldwide. For example, developing countries could use satellites instead of expensive ground-based radar systems to build an ATC system at a relatively small cost.

The US, which boasts the world's most sophisticated ATC system, will nevertheless also probably begin replacing

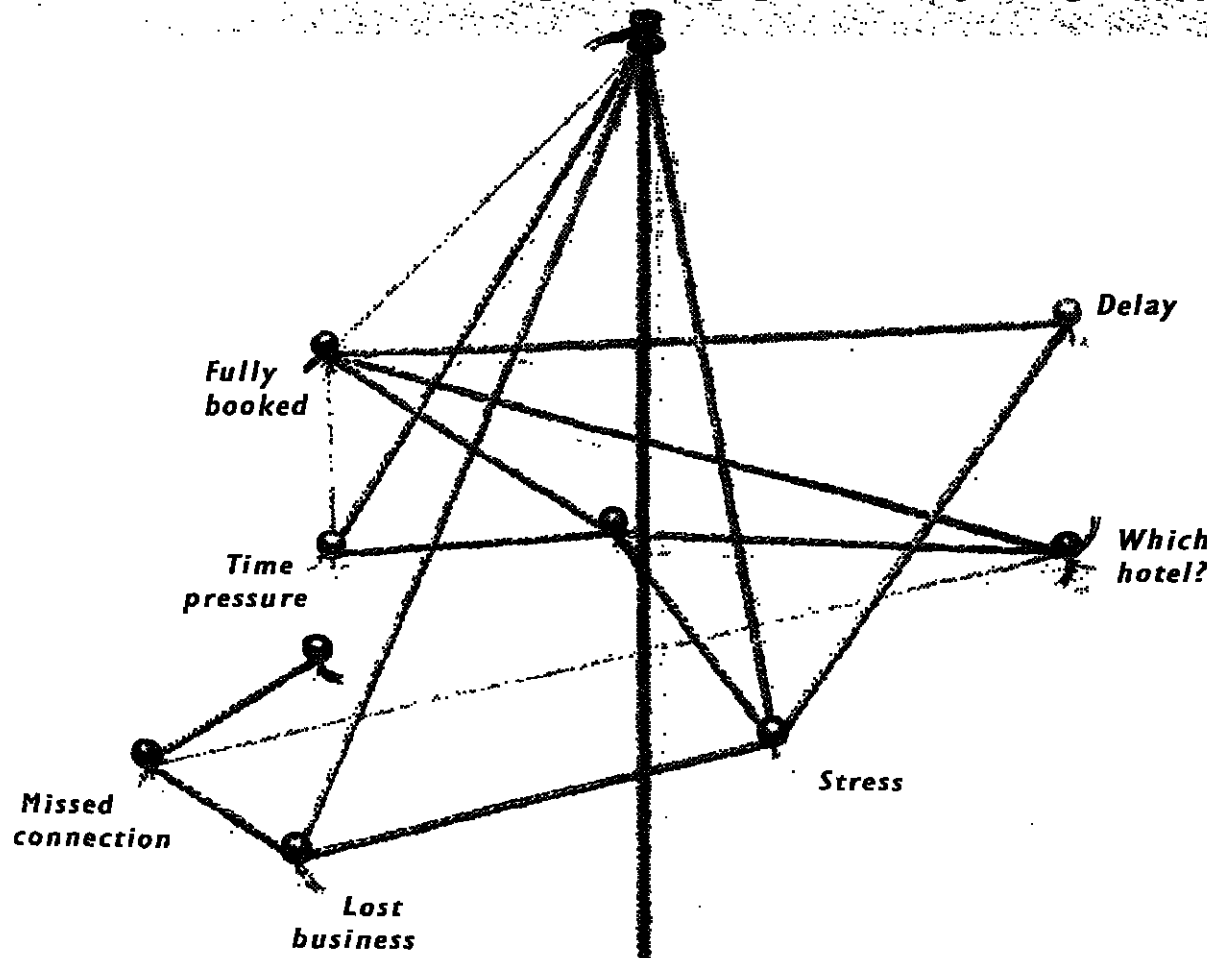
some of its ground-based navigation systems over the next decade. Spurred by mid-air collisions and increasingly frequent near-misses, the US authorities are already forcing airlines to install traffic-alert and collision-avoidance systems (TCAS) by 1994.

After serious concern was voiced about emerging signs of infrastructure deficiencies in the mid 1980s, the US moved quickly to upgrade its ATC system. The number of air traffic controllers was increased, the Federal Aviation Authority was given a bigger budget, and the introduction of a \$2.5bn nationwide air ATC system was accelerated together with a \$18bn programme to cope with aircraft movements projected for the next decade.

Even so, there are forecasts that air traffic bottlenecks will continue through the 1990s and that many US airports will shortly reach runway and terminal saturation point. As in south-east Asia, there are substantial plans for new airports and airport expansions - plans that will be closely monitored in Europe.

Paul Taylor

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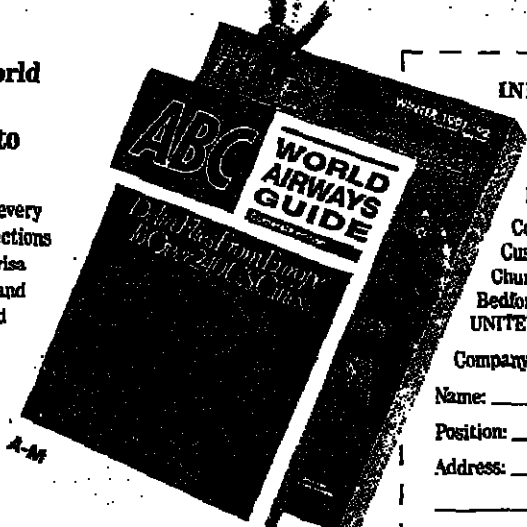


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Airborne services are expanding, reports Tim Burt

The office in the sky

FOR MANY business travellers the cabin of a long-haul aircraft is a haven from the clatter of machinery and constant telephone calls of their offices. There is fine wine and fine cuisine to enjoy, and on most flights there are six hours or so of comfortable travel 30,000ft above the daily grind.

But all this is about to change. Aware that flying time is working time for executives, the world's leading airlines are putting office equipment in the sky.

Travellers who in the past had only to concern themselves about whether the steak would be rare or the Pouilly-Fuisse chilled, now worry about making long-distance calls and sending faxes from up in the stratosphere.

What, for some, was the ultimate bus to work has now become an extension of the office. New technology has enabled carriers to offer faxes and - at one's seat - on-screen share price information and mobile phones for direct dialling to any number on the globe.

Leading the pack among office-minded airlines is probably MGM Grand Air, a subsidiary of the entertainment group. The US carrier's fleet of refurbished DC-8 aircraft boasts a computer and telephone at each leather-bound seat. An all-executive configuration has created space for conference rooms, sleeping quarters and even marble bathrooms.

MGM Grand Air, however, is not regarded as serious competition by larger rivals such as American Airlines and United. It is essentially a one-route operation: Los Angeles to New York, although it has applied to fly to London.

Among the so-called mega-carriers, Japan Air Lines is one of the leading innovators in changing the image of business class travel from "room to be bored" to boardroom.

In addition to its traditional in-flight mail-service and more recent introduction of personal video screens, JAL has been the first airline to experiment with satellite communications to offer telephone and fax services. Later this year the carrier will be one of the first to



Emirates Television in-flight video system is fitted into arm rests



A Japan Air Lines attendant uses an Inmarsat satellite phone

introduce CD players on flights.

But as in other areas of technology, where Japan leads, the US soon follows. American Airlines has GTE Airfone and Hughes Avicom on 60 aircraft, as has Emirates, the UAE carrier which is spending \$1.4m on personal videos in each aircraft.

Emirates expects to install telephones next year and Mr Mike Simon, the airline's external relations general manager, says faxes will follow soon after.

All this gadgetry, from faxes to phone calls, does not come cheap. MGM's luxuriously appointed fleet cost \$55.5m or \$162,500 for each seat equipped with the desktop basics: telephone and computer.

There is no cheap rate period for air to ground telephone calls. JAL's system, which relays calls to Kokusai Denhin Denwas - the equivalent of BT - via the Inmarsat satellite, costs about \$6 a minute.

Travellers pay for their calls with credit cards inserted in a groove in the telephone handset. Once payment is cleared,

the Japanese operator on the ground connects the airborne caller to the normal international telephone network.

Northwest Airlines, meanwhile, is spending \$70m on Hughes-Avicom equipment for their first and business class cabins as part of a \$450m upgrade.

The system, called World-link, is to be installed in the back of each economy seat and in the armrests of forward section seats. Mr Richard Bergagna, president of Hughes-Avicom, says: "We hope to provide Northwest with on-board telephones, aircraft satellite antennas and direct satellite links."

Few European carriers are matching the schemes planned by their US and Japanese rivals. Moves to install passenger telephones have been hampered because there are no pan-European air-to-ground links or Terrestrial Telecom Systems, as they are known in the US. The high cost of satellite communications, meanwhile, has dissuaded carriers such as British Airways from adopting JAL's system.

BA is experimenting with new technology but a decision on large-scale investment will not be taken until a system exists which can be used throughout its route network.

Mr Ken Coddington, the airline's project manager on cabin avionics, says BA is working closely with telecom companies to develop an airborne public telephone system.

The proposed European system will offer voice links initially and data services at a later date. BA is, however, installing new video screens in its business and first-class cabins which can be upgraded to use interactive technology.

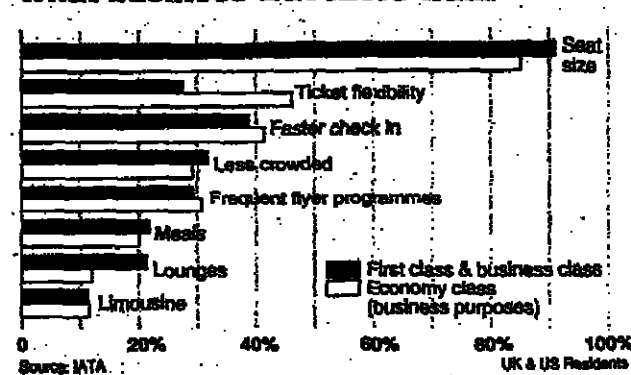
Business travellers can, therefore, expect an increasing array of office equipment at their fingertips before the end of the century. From take-off to landing, executives will no longer be out of touch and flying-time could soon become part of the ordinary working day.

"It's the next generation of in-flight service," says Mr Simon at Emirates. "Airlines will do whatever is necessary to keep businessmen in contact with their office."

CORPORATE AND EXECUTIVE AIRCRAFT

Bush pledge on fiscal relief is welcomed by jet industry

What business travellers want



Source: IATA

more for business purposes. General aviation manufacturers have complained of lost sales as a direct result - for jets, turboprops and piston-powered aircraft. For example, Beech, owned by Raytheon, has been quoted as saying that the tax had stymied over 50 aircraft sales by the end of 1991.

It was, therefore, with some relief that the industry heard President Bush's "State of the Union" address earlier this year, in which he promised some fiscal relief. Just for good measure, there was also a call for tort reform which has devastated light aircraft production. The GAMA termed it "a positive step in the right direction, although it still demanded that a more powerful 'growth package' be enacted."

Given these problems, it is perhaps surprising that jet business has held up as well as it has. Most manufacturers gratefully acknowledge that demand from "foreign" countries - such as the Middle East, Latin America and selective European nations - has been the mainstay.

Cessna, for example, which has now pulled out of the piston aircraft market and relies entirely on the jet and turboprop markets - reckons that non-US sales for its Citation jets are currently running at over 50 per cent of the total. This compares with around 24 per cent in 1984. Another US

props, and attempt to eat into the latter market.

Cessna's six-seat Citation jet, which started out with a \$2.5m price tag but which has crept up since, is scheduled to be delivered late this year. Industry observers expect a fierce marketing battle with its Wichita neighbour, Beech Aircraft, which - besides making the larger and more expensive Beechjet - produces turboprops in the Citation jet price range.

"The continued development of new business jets bodes well for the future," noted Mr Edward Stimpson, GAMA's president, recently. "US manufacturers have continued to invest heavily in R&D in the midst of a prolonged recession. Several new jets have been announced and others are nearing certification."

The industry has, of course, seen a sprinkling of ownership changes. Cessna was sold to Textron, the aerospace and financial services conglomerate, for \$800m earlier this year. Raytheon and Dassault are believed to have been among the handful of final bidders. And now British Aerospace, the UK group, plans to diversify its corporate jet subsidiary.

Nikki Tait
New York

FINANCIAL TIMES

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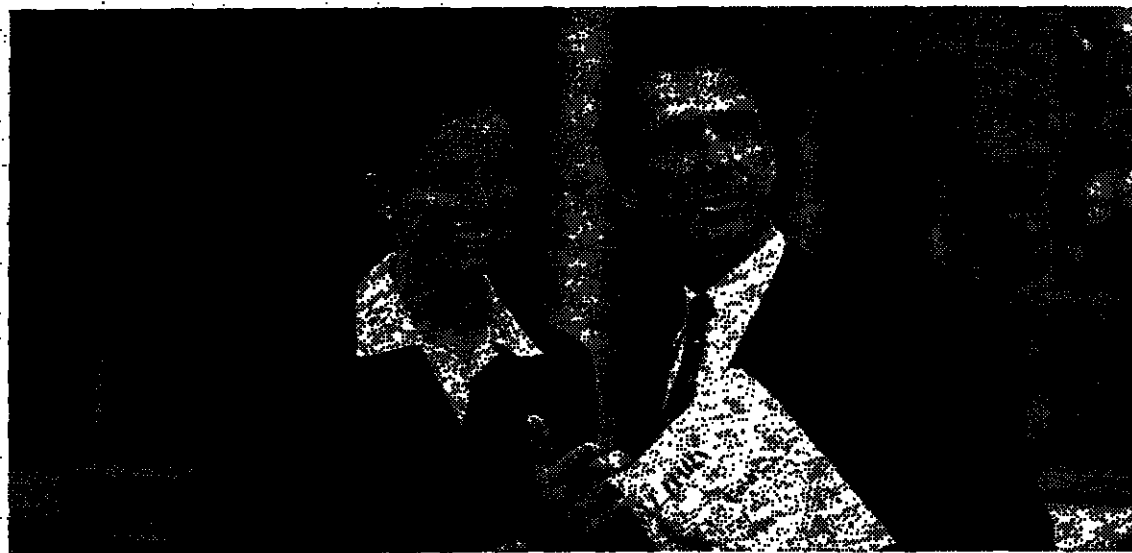
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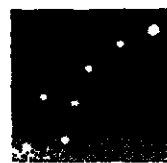


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BUSINESS AIR TRAVEL 10



A fleet of United Airlines Boeings at Heathrow's Terminal Three. United flies from London to six US airports, and there are onward connections to more than 200 US cities

Picture by Glyn Gelin

THIRTY YEARS ago the British and French governments finally gave the go-ahead for the world's first supersonic airliner, the Concorde project. But it was January 1976 before Concorde's first commercial flight and another 10 years shuffling backwards and forwards over the Atlantic before British Airways was able to report that the aircraft was making a healthy profit.

Despite all the initial optimism of the 1960s, when the project's cost was put at \$80m and Britain and France were hoping to sell more than 400 aircraft, only 15 were actually built and the overall cost eventually reached \$2bn.

Nevertheless, Concorde came into its own in the 1980s economic boom as captains of industry and finance, pop stars and sport personalities climbed aboard the 100-seater aircraft and on time rather than worry about the cost.

For them the premium New York return fare of £5,000 is justified by the savings in travelling time offered by Concorde. With mid-morning departures from London and Paris the busy senior executive has time to sort out his desk before departure and still be in New York's JFK airport at 9.30am the same day (or 8am on the Air France flight) after a flight of just 3½ hours.

Inevitably, the recession and the cost-cutting plans of the 1990s have forced some companies to reconsider the expense of flying senior executives by

Paul Taylor on prospects for supersonic travel

Concorde: a hard act to follow

Concorde. But Concorde still attracts its regular fliers, of whom some travel every week, and those individuals who are willing to pay the supersonic premium to arrive fresh.

In addition, Concorde continues to attract a busy charter business. Mr W. D. (Jack) Lowe, BA's director of flight crew for Concorde says the airline remains "very happy with our Concorde operation; it has a beautiful niche."

In spite of Concorde's age, Mr Lowe says BA "has every intention of keeping it flying well into the next century". Nevertheless, he acknowledges that it will be necessary to replace Concorde one day. Since the benefits of supersonic flight are "enormous", he has no doubt that Concorde will be superseded by a second generation supersonic aircraft.

"It took just over 60 years to get from the Wright Brothers to Concorde. It is not a case of 'if', it's a case of 'when', and it's 'when' that will decide what we end up with," he says. His enthusiasm appears to be shared by others, in particular by the informal seven-nation

group of companies which has quietly been examining the feasibility for a successor to Concorde - dubbed rather unflatteringly, the High Speed Commercial Transport (HSCT).

For several years, Boeing and McDonnell Douglas of the US, Aerospatiale of France, British Aerospace and Deutsche Aerospace (DASA) of Germany have been studying the possibility of such an aircraft. More recently, they have been joined by Italian, Russian and

The go-ahead could be given soon after the end of the decade and the aircraft could be in service by 2010

Japanese industry representatives in the Supersonic Commercial Transport International Co-operation Study Group, or more informally "the supersonic club".

The group has been concentrating on three main issues, the technological requirements for a second generation supersonic airliner, environmental considerations and finally the potential market for the new jet. Mr Bob McKinlay, who heads BA's Airbus programme, says that although there are still technical and other unresolved issues, the group's preliminary conclusion "is that there don't seem to be any show stoppers".

Like the airlines, the aerospace industry believes the only real questions are when a new supersonic aircraft will be built, and who will be in the final consortium. The study project is being pushed forward in stages, but the consensus view is that, providing no insurmountable technological hurdles are encountered, the go-ahead could be given soon after the end of the decade and that the aircraft could be in service somewhere between 2005 and 2010.

Convincing others outside the industry, especially environmentalists and the governments that will probably have to subsidise most of the \$5bn-plus cost, is likely to be as difficult as agreeing on a design in which the manufacturers can share. But time is running out if the option of travelling at supersonic speed is to be continuously maintained.

By the turn of the century Concorde will have been in regular service for nearly 25 years. That is normally about the maximum life-span for an airliner, although Concorde's annual usage is much lower. Nevertheless, if any HSCT is to enter service in the early part of the next century, much of the preliminary research and development must be undertaken in the current decade.

Perhaps the most critical factor in the final decision on whether to go ahead with a

"son of Concorde" is the likely market for supersonic travel. Concorde, with its payload of only 100 seats, has always been viewed as a "top person's airliner", with a premium fare which has limited its market.

But there is now a wider demand for the benefits of faster travel, as more people fly longer non-stop distances. By 2000, it is believed that long-distance traffic will have doubled in volume, stimulated by such new-generation subsonic long-range airliners such as the Airbus A-340, Boeing 747-400 and McDonnell Douglas MD-11.

There are differing views about the size of the potential market. Some believe that demand in the first quarter of the next century could justify up to as many as 1,000 new supersonic aircraft, worth some \$200-300bn, collectively carrying up to as many as 600,000 passengers a day. But European analysts, with the reality of Concorde behind them, tend to be more cautious, assessing the market at no more than a few hundred or so aircraft.

To be commercially viable, the next generation of supersonic airliners will have to be much bigger than Concorde, fly slightly faster and have a significantly longer range. Although he emphasises no formal decision to go ahead has been taken, Mr McKinlay believes any new supersonic aircraft would need to seat 250 to 300 people in several classes, fly at between Mach 2 and Mach 2.5 and have a range in excess of 5,500 miles compared to Concorde's 3,500 miles.

The range is critical because it would open up new high density routes such as the trans-Pacific routes from America's west coast to Asia, for instance Los Angeles to Tokyo. But to achieve ranges of that order, the new aircraft will need to utilise high technology, low weight materials and a specialised power plant - probably a form of variable cycle engine which would help it meet some of the environmental noise objections while flying at subsonic speeds.

Such an aircraft could cut many long distance journey times in half and help attract new travellers to supersonic flight. Nevertheless fares, although perhaps not as high as Concorde, will probably still reflect a technology premium for supersonic travel.

The HSCT will be expensive to build and is likely to face even more severe environmental demands than Concorde in terms of noise levels and pollution. Meeting those demands will be difficult technologically and financially - far beyond the capabilities of any one company. There is no doubt that the HSCT, whenever it is built, will have to be a consortium venture.



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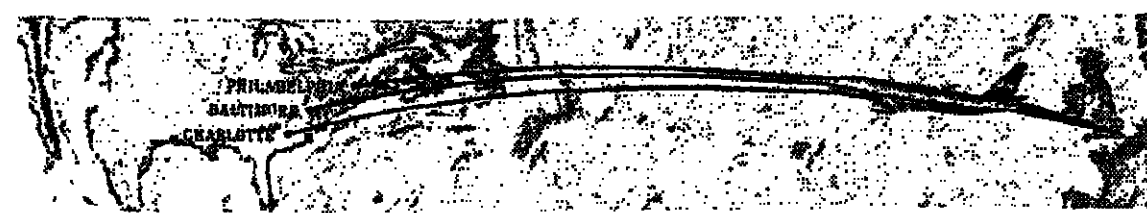
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